

2022 Operating and Capital Budget

Staying the Course – A Year of Execution



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General Manager Budget Message

2022 – Staying the Course: A Year of Execution

When we began the 2021 budgeting process in late 2020, the Ben Franklin Transit (BFT) team had great expectations that 2021 would return to normal. A year later, we are now budgeting for 2022 and the uncertainty around COVID-19 and its impacts continues.

As we look ahead to 2022, we know there will be lingering impacts and changes due to the ongoing pandemic, but we are committed to providing the best service possible to the community. We are making plans based on schools and businesses remaining open and continued ridership recovery. We understand that things may change, and we are ready and willing to respond with flexibility and adaptability.

While the Pandemic in 2020-2021 brought unforeseen challenges to BFT and the public we serve, Ben Franklin Transit did not stop evolving and expanding service to the public. We forged ahead with the addition of Frequent Corridor Service and added Sunday service for Fixed Routes and Dial-A-Ride for the first time in BFT's history.

Our budget theme for 2022 is ***Staying the Course: A Year of Execution***. Looking forward to what we have scheduled to accomplish in 2022, we will be executing and making substantial progress on many projects and initiatives that have been put on hold or delayed for the past several years. Our primary areas of focus in 2022 are:

- Supporting a full year of the service changes that were initiated in 2021
- Beginning/resuming many capital improvement projects that have been deferred/delayed
- Beginning/resuming several initiatives within the agency with the goal of increasing operational effectiveness and efficiencies.

We look forward to 2022 and the challenges and opportunities before us.



Strategic Objectives, Budget Planning & Guidance and Budget Overview

Strategic Objectives

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:

BFT STRATEGIC PLAN OBJECTIVES

- 1 Address Community Growth
- 2 Maximize Community Outreach & Involvement
- 3 Implement Succession Planning & Staff Development
- 4 Address Community Demographics
- 5 Participate in Economic Development
- 6 Plan for Paratransit Demographic Shifts
- 7 Integrate Technology
- 8 Pursue Environmentally Friendly Buses

These objectives serve as the core basis in developing our agency-wide 2022 goals and major initiatives which are further developed with measurable outcomes at the department and employee level.

2022 Goals & Initiatives	1	2	3	4	5	6	7	8
Safety First	✓	✓	✓	✓	✓	✓	✓	✓
Ridership Restoration/Growth	✓	✓		✓	✓	✓	✓	✓
Strategic Planning	✓	✓	✓	✓	✓	✓	✓	✓
Implementation of Operational Technology	✓	✓		✓	✓	✓	✓	✓
Agency Modernization	✓	✓	✓	✓	✓	✓	✓	✓
Alternative Fuels		✓		✓	✓		✓	✓
Labor Relations	Contractual Requirement							

Budget Planning & Guidance

Each year, extensive planning takes place to identify organizational/service needs for the following year. This process begins later in the second quarter to best manage the expectations and service levels leading into the fall budget planning process.

Ben Franklin Transit 2022 Budget Calendar	
February	<ul style="list-style-type: none"> • Review budget plan and CIP parameters with General Manager • Distribute budget development cycle calendar
March	<ul style="list-style-type: none"> • Call for six-year project projections, send CIP form & instructions
April	<ul style="list-style-type: none"> • Submit CIP Projects
May	<ul style="list-style-type: none"> • Six-year CIP to Board Committee
June	<ul style="list-style-type: none"> • CIP to Board for release for public comment • TDP to Board Committee
July	<ul style="list-style-type: none"> • CIP to Board for approval • TDP to Board and release for public comment • Budget kick-off meeting • Roll budget model and forms • EMT discuss Major Goals & Initiatives • Administrative services director to distribute budget guidance memorandum
August	<ul style="list-style-type: none"> • Finance to meet with each EMT to work through budget • TDP to Board for final approval • EMT finalize agency Major Goals & Initiatives
September	<ul style="list-style-type: none"> • Budget edits made and draft sent to General Manager and EMT • Executive budget review with General Manager and EMT • Budget sent to A&F committee
October	<ul style="list-style-type: none"> • Budget presented to Admin & Finance Board committee • Budget presented to Board at budget workshop • Budget to Board for public hearing • Budget released for public comment
November	<ul style="list-style-type: none"> • Prepare budget adoption and related documents • Budget to Board for approval
December	<ul style="list-style-type: none"> • Budget entered in accounting system

Budget Guidance and Objectives

When developing the 2022 Financial Plan, BFT used the following overall objectives to provide framework and guidance in the budget development process.

- Support major service additions introduced in 2021
 - In June 2021, BFT implemented Frequent Corridor Service
 - In late August 2021, BFT implemented Sunday fixed route and Dial-A-Ride service for the first time in agency history
 - These were significant service changes and in 2022 we are committed to supporting and ensuring the operational impacts of these changes are being addressed in the most cost-effective and efficient manner as possible
 - Service changes planned for 2022 will be minor route changes
- Advance and adapt system for future regional growth
 - The Tri-Cities area continues to be one of the fastest growing regions in the country
 - Capital projects previously planned will be entering various phases of execution
 - The decades old Operations building will be demolished, and construction will begin on a new facility on the same footprint. This new building will support BFT growth well into the future
 - Construction planned to begin on a new transit hub in the Queensgate area of Richland
 - Land acquisitions in downtown Pasco, West Pasco, Southridge area of Kennewick, Benton City and Prosser for future transit hubs and facilities
 - Bus Stop Amenity Program will continue to improve bus stops
- Maintain a state of good repair
 - Fleet vehicles will be maintained and replaced in accordance with BFT's Transit Asset Management (TAM) plan
 - The overall IT and infrastructure will continue to be modernized and updated to current technical standards with an emphasis on cybersecurity, resilience, and redundancy
 - Efficiencies will be realized as software tools continue to be upgraded and new tools are implemented
- Grants to be used for operating costs to maximum extent possible, freeing up local funds to go to reserves and capital projects
 - The FTA has awarded multiple grants to all qualifying transits across the country using CARES, CRRSAA, and ARP Act funding. These grants have flexibility in how transits use these grants to cover operating and capital costs so that transits can continue to provide safe and reliable service throughout the pandemic.
 - BFT will apply these grant dollars to operating expenses thereby enabling sales tax revenues to be directed to multiple delayed/deferred capital projects
- Begin multiple capital projects that have previously been approved but were delayed either due to COVID-19 or limited funding resources in prior years. Major projects include:
 - Construction to begin on a new Operations facility
 - Construction to begin on new transit hubs near Queensgate in Richland and downtown Pasco
 - Land acquisition for future transit hubs in downtown Pasco, West Pasco, South Kennewick, Benton City, and Prosser

Overview & Key Highlights of the 2022 Budget

The budget theme for 2022 is “***Staying the Course: A Year of Execution.***” BFT management is adding very few significant new goals or initiatives in 2022. Rather, the focus will be on executing projects and initiatives that have been identified in prior years. Some of these represent activities that were expected to take several years to fully implement while others are projects and initiatives that have been deferred or delayed due to COVID-19 or are waiting until enough reserves have been accumulated in order to pay for capital projects requiring local funding.

Economic Outlook

While the local economy has remained strong throughout the pandemic, uncertainty remains for the future. Primary areas of concern are:

- Sales Tax Uncertainty
 - Will local sales tax continue to be strong or will larger economic forces impact growth?
 - Sales tax represents the single largest source of annual revenues
 - Management has considered this by taking a cautious approach by forecasting modest growth of 3.5% in sales tax revenues in 2022 compared to 2021 forecasts
- Special Grant Funding
 - CRRSAA & ARP Act funding for 2022 & 2023 stabilizes and de-risks forecasts for sales tax and fare revenues
 - These grants received through the FTA provide flexibility in using these grants for operating expenses not normally covered in the normal FTA grants
- Ridership recovery
 - Will there be new shutdowns and restrictions impacting schools and businesses?
 - BFT made major service modifications throughout 2021
 - 2022 is committed to sustaining this new level of services

Challenges in 2022

The primary challenges foreseen in 2022 are:

- General economic uncertainty due to continuing COVID-19 (C19) variants
 - The economic development activities taking place throughout the general area indicates that the local economy remains strong
 - This challenge is being met by forecasting modest growth in sales tax revenues and by utilizing the FTA grant funding with CARES, CRRSAA, and ARP funding
- Ridership uncertainty due to continuing COVID-19 variants
 - Ridership continues to recover from the low levels experienced in early 2020 resulting from the pandemic
- Finding and keeping qualified talent is a challenge for many businesses.
 - BFT will continue with several HR initiatives intended to make BFT an employer of choice
 - The resumption of training and development programs that were paused in 2020 and 2021 will be resumed

- General COVID-19 responses continue to have operational impacts
 - Sustained higher level of cleaning expenses will continue to ensure transit vehicles and facilities remain safe for passengers and employees
 - Vehicle and office social distancing will continue to follow federal, state, and local guidance and recommendations
- Managing and executing multiple capital improvement projects
 - Multiple facility constructions projects will be in progress
 - Multiple technology improvement projects and initiatives will be in progress
 - An emphasis will be placed on project management training and skills to ensure the multiple capital projects and improvement initiatives are executed and implemented effectively

Significant Contractual/Compliance Activities

Federal COVID Grant Funding Through the Federal Transit Authority (FTA)

BFT has received 3 separate special grant awards through the FTA grant program using separate COVID-19 funding acts issued by the federal government. These grants were provided through the Coronavirus Aid, Relief, and Economic Security Act (CARES), the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), and the American Rescue Plan Act (ARP), and provide for the reimbursement of eligible operating expenses and capital projects. The amounts awarded from these Acts are listed below:

CARES Act (early 2020)	\$18,973,077
CRRSAA (late 2020)	8,460,568
ARP (early 2021)	20,849,570
Total Grant Funding Received	\$48,283,215

These grants are in addition to the ongoing grants received from the FTA (i.e., 5307, 5309, etc.) grants. The ARP funding must be committed/obligated by 2024. The CARES and CRRSAA grants do not have a specific expiration date.

Collective Bargaining Agreements (CBAs)

The 2022 proposed budget accounts for normal step progressions through the salary scales for the following bargaining unit employees, increasing each year in accordance with the recently signed CBAs.

DAR Dispatchers converted from a non-represented salary progression to a standard Union step progression with annual increase adjustments of 2.25% for 2021 and 2.5% for 2022. The overall annual percentage change in labor cost for this group is 2.9% for the four-year period covering their last non-represented increase in January 1, 2019 to March 14, 2023, the term of the agreement.

Mechanics renewed their contract in 2020. Seven of the eight classifications in the unit will receive an annual adjustment of 2.75% effective June 1, 2020, and 2.5% effective June 1, 2021. Vehicle Service Workers will receive a 1% adjustment in both contract years. The overall annual percentage change in labor cost for this group is 3.27% for the three-year period covering June 1, 2019 to May 31, 2022.

Fixed Route Operators and Dial-A-Ride Drivers have received BFT's final wage proposal of 3.0% effective June 1, 2019, and 2.0% effective June 1, 2020. These agreements would expire May 31, 2024.

Administrative Assistants contract was ratified on July 8, 2021. This group converted from a non-represented salary progression to a standard Union step progression with annual increase adjustments of 2% for 2022, 2% for 2023. There is a wage only reopener for the years of 2024 and 2025. This agreement expires June 30, 2026. The overall annual percentage change in labor cost for this group is 2.44% for the three-year period covering June 1, 2021 to May 31, 2024.

Federal/State Compliance

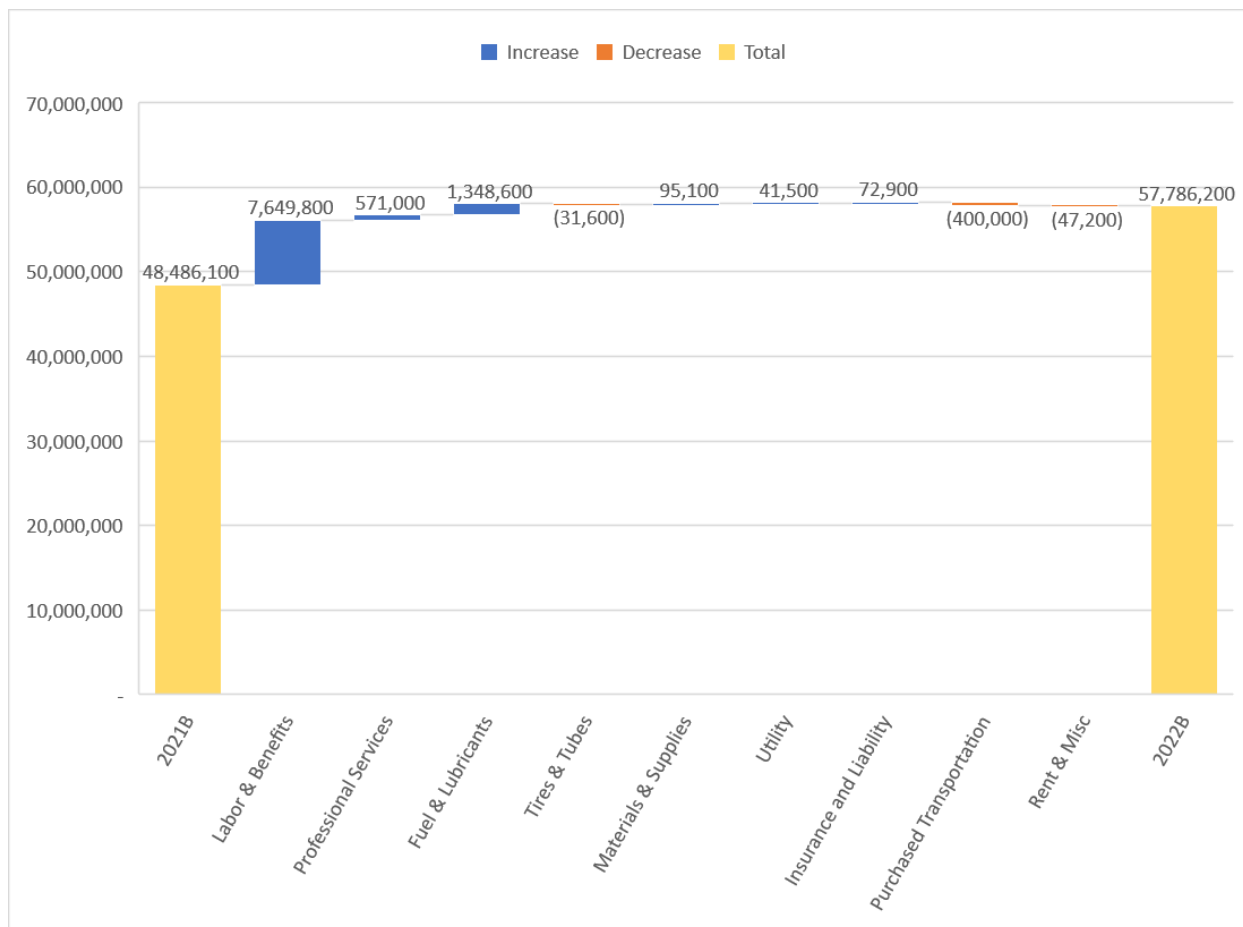
BFT maintained compliance with all federal and state audits and program requirements. In addition to receiving clean audit reports, BFT was awarded its 9th consecutive award for excellence in financial reporting as awarded by the Government Finance Officers Association for BFT's Annual Comprehensive Financial Report.

Overview of 2022 Operating Budget

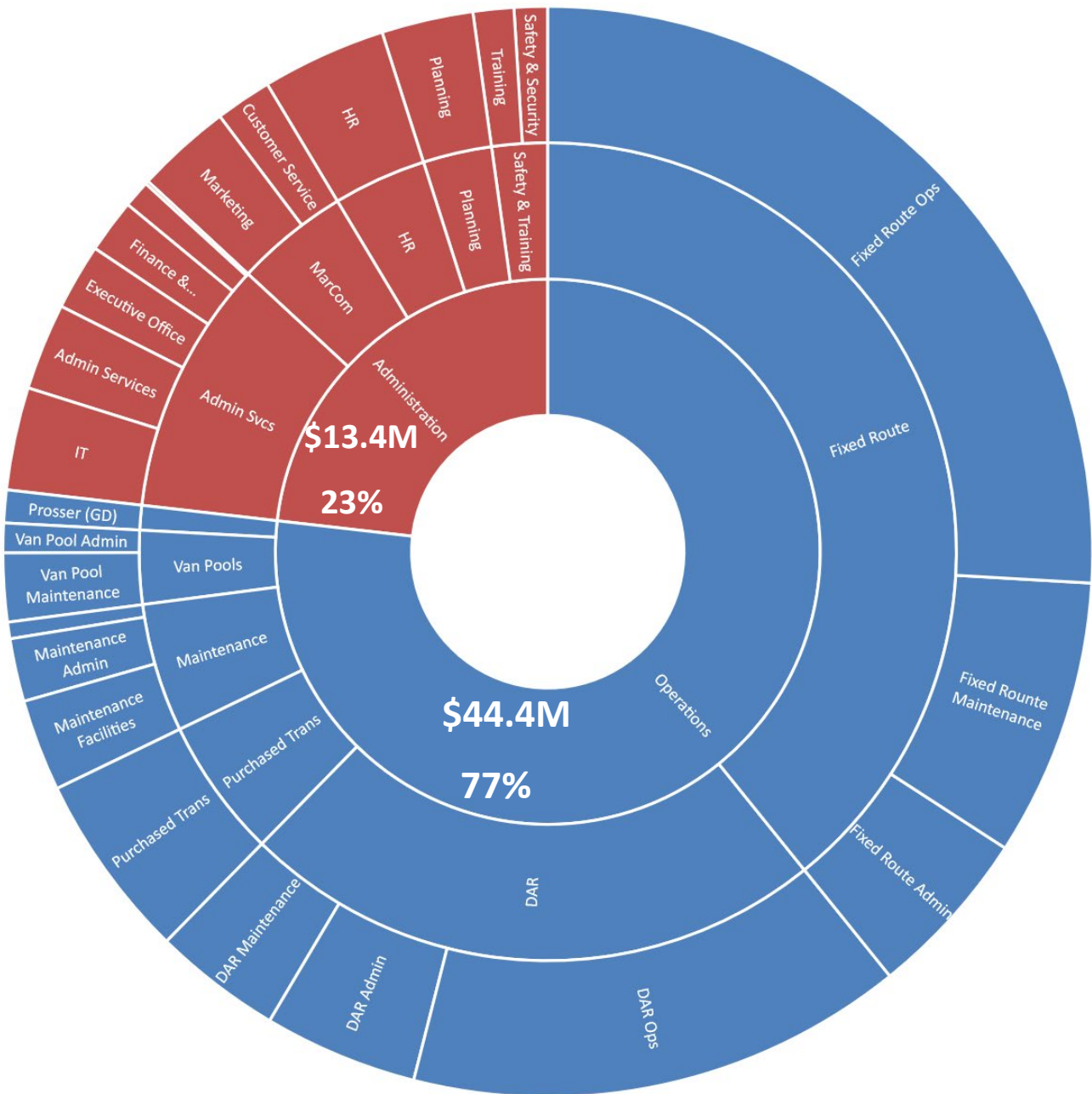
For 2022, BFT management is proposing an Operating Revenue and Expense budget of \$57.8M, which is \$9.3M, or 19%, higher than the 2021 budget of \$48.5M. This is a balanced budget with expenditures totaling operating revenues. The 2022 budget increase over 2021 can be attributed to the following primary drivers:

- CRRSAA and ARP grant funding in response to COVID enables sales tax revenues to be utilized for capital projects and initiatives.
- Providing a full year of increased service resulting from the June and August 2021 service expansions. A total of 29 Operators and Mechanics were added in 2021 to support these expansions.
- Increased fuel costs due to recent significant price increases that are anticipated to continue through 2023.
- Executing on several projects and initiatives that have been delayed/deferred over the past two years.

The chart below shows the changes by cost element from the 2021 budget to the 2022 budget.



The following chart provides a general overview of the 2022 proposed Operating Expenses, with 77% being used for Operations and 23% directed towards overall Administration. This includes the reclassification of two staff from Operations to Administration to better align their roles.



Service Levels & Ridership Assumptions

At the time of the preparation of this budget, COVID-19 continues to impact schools and businesses as well as overall ridership levels. During the development of the prior year budget, BFT management had estimated a 12 to 18-month recovery period as the State of Washington entered Phase 4 of the recovery plan. However, the pandemic has continued throughout 2021 and expectations for a full recovery of ridership continue to be pushed out.

The estimated service levels are based on the current plans for service in 2022 while the ridership represents our best estimate in an environment that is challenging to forecast.

Service Levels

Service levels are budgeted to support a full year of operation for the two significant service expansions implemented in 2021. No significant changes are budgeted for 2022 with only minor route adjustments and modifications being planned.

The table below summarizes the proposed 2022 service levels.

Service Levels						
	Revenue Miles			Revenue Hours		
	2021 Forecast	2022 Proposed	Var %	2021 Forecast	2022 Proposed	Var %
Fixed Route	3,053,000	3,368,000	10.3%	194,000	214,000	10.3%
Dial-A-Ride	1,569,000	1,986,000	26.6%	98,000	124,000	26.5%
Vanpool	1,194,000	1,663,000	39.3%	26,000	38,000	46.2%
General Demand	104,000	146,000	40.4%	4,500	6,800	51.1%
Contracted Services:						
<i>ARC</i>	74,000	223,000	201.4%	4,600	14,000	204.3%
<i>Via**</i>	272,000	376,000	100.0%	26,000	36,000	100.0%
Total Miles/Hours	6,266,000	7,762,000	23.9%	353,100	432,800	22.6%

Ridership

Ridership is estimated to be higher in 2022 compared to the forecast for 2021. Even as the pandemic continued throughout 2021, ridership levels are increasing as the year progresses. BFT management expects that these upward recovery trends will continue, in addition to growth expected from the service changes implemented in 2021.

Boardings		
2021 Forecast	2022 Proposed	Var %
1,524,000	2,113,000	38.6%
209,000	276,000	32.1%
162,000	340,000	109.9%
12,000	26,000	116.7%
26,000	78,000	200.0%
24,000	31,000	100.0%
1,957,000	2,864,000	46.3%

Revenue Assumptions

Fare Revenues

With the pandemic continuing throughout 2021 and because of the additional federal grant funding received through the FTA, BFT remained fare free the majority of 2021. At this time of preparation of the 2022 budget, fare collections are expected to resume beginning November 1, 2021.

Fare revenue is budgeted to be \$1.9M in 2022, compared to \$3.2M in 2019 (the last full year of fare revenue collection).

Contracted Services

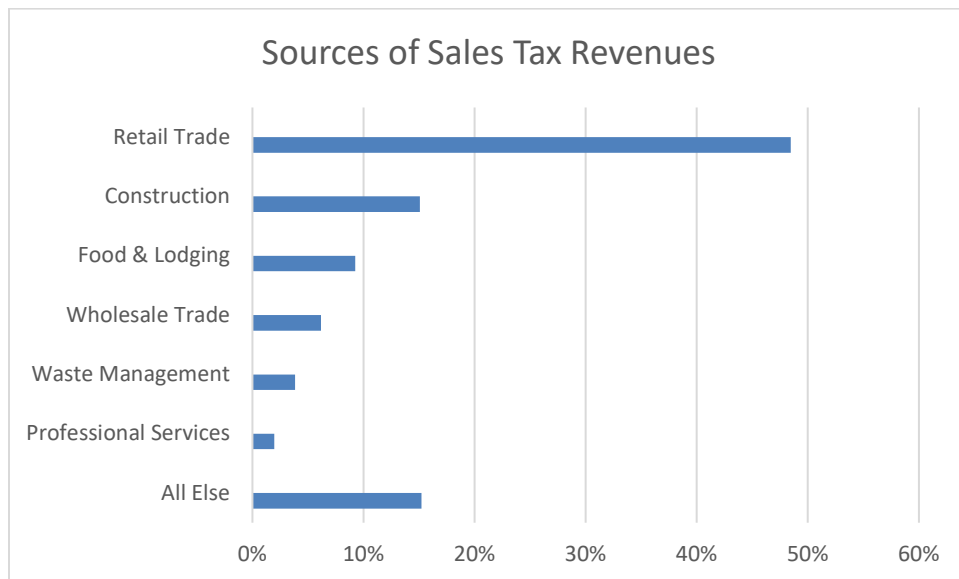
Revenue for Contracted Services including ARC and Via services is projected to be \$200K and reflects lower expectations due to the extended recovery period. While we have experienced good growth of the new Connect service, it was implemented in the middle of the pandemic and growth has been slower than planned due to ongoing social distancing requirements and concerns.

Sales Tax Revenue

Sales tax revenue is projected at \$48.1M, which is a 3.5% increase over the 2021 forecast of \$46.5M. Sales tax revenues in 2021 were forecasted to be \$6.2M, or 15.7% higher than budgeted for 2021. Sales tax revenue of \$35.3M will be used for Operating Expenses while the remaining \$12.8M will be used for Capital Projects.

While forecasting sales tax revenues in this time of significant financial uncertainties is challenging, the underlying economic activity in Benton and Franklin counties appears to remain strong. Construction projects in the area continue to move forward and reasonable growth is expected to resume in the hotel, education, medical, and housing markets. A conservative growth factor is used to limit risk associated with budgeting operating expenses.

The following chart identifies the primary sources of sales tax revenues received by BFT.



Miscellaneous Revenue

Miscellaneous Revenue is projected at \$374K and is primarily comprised of interest income and proceeds from the sale of surplus assets.

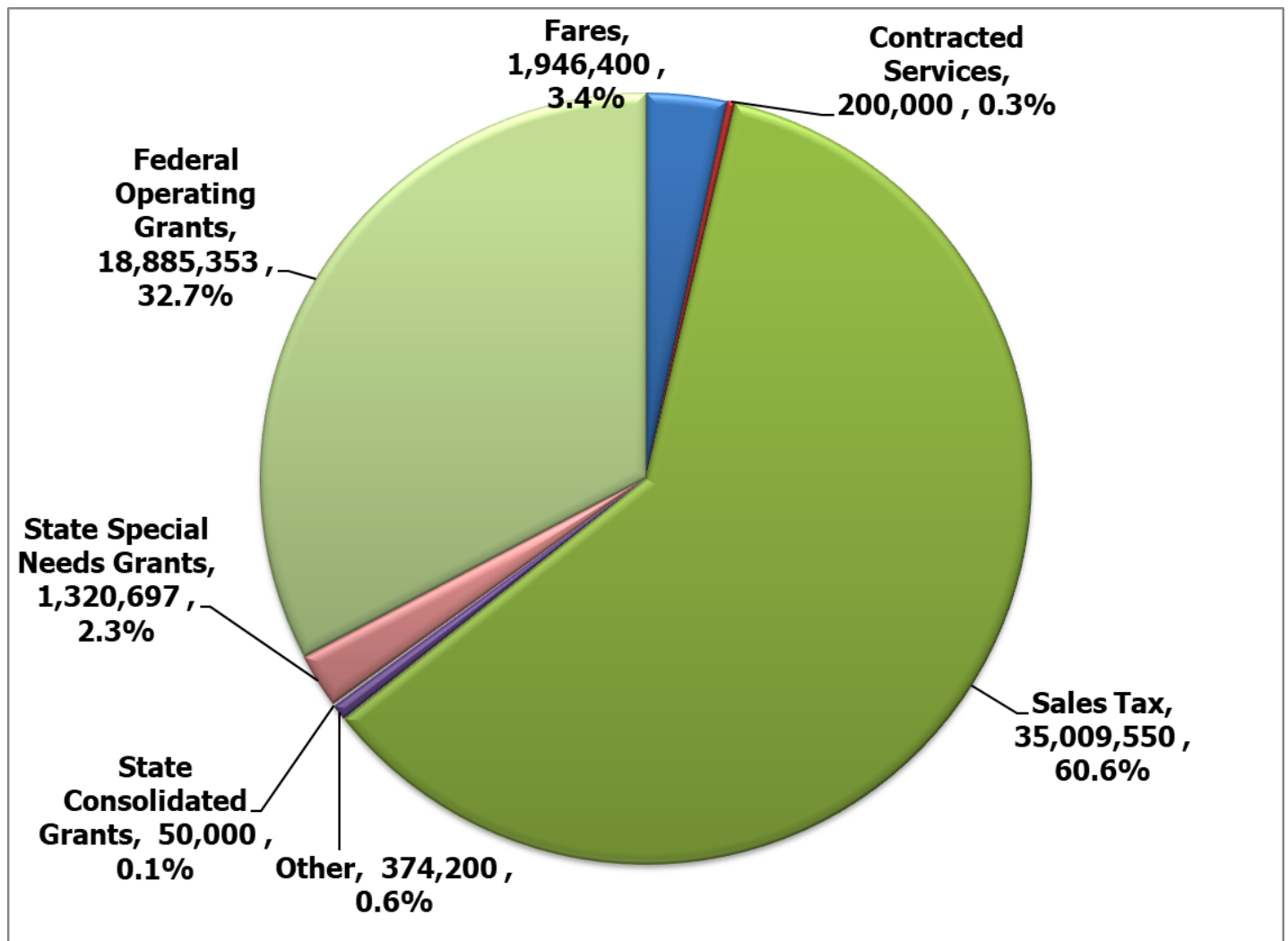
State Grants

State Grants are budgeted in the amount of \$5.3M. State Grants consist of Department of Ecology grants for all-electric buses, regional commute trip reduction efforts, as well as the biennial Special Needs grant of \$3.7M. These grants will be used for both Operating Expenses (\$1.4M) as well as Capital Projects (\$3.9M).

Federal Grants

Federal Grants are budgeted in the amount of \$18.9M and come from CRRSAA and ARP Act funding. These funds will be used for operations and capital expenses. Unlike 5307 funding which requires an agency match of 50% for operating expenses and 20% for capital expenditures, these grants can be used to reimburse 100% of qualifying expenses. Using these revenues for Operating Expenses enable Sales Tax revenues to be utilized for capital projects that have been previously approved but deferred/delayed.

Based on these revenue assumptions, the following chart illustrates the breakdown of the \$57.8M in budgeted 2022 Operating Revenues.



Workforce Assumptions

Workforce is budgeted to increase approved headcount by four (4) FTEs for additional Operators needed to support a full year of operation of the service changes implemented in 2021 along with the service adjustments planned for 2022.

Work Force	2021			2022	
	Budgeted	Additional Approved & Adjustments	Approved Positions	Requested	Proposed
Operations	160	24	184	4	188
Dial-A-Ride	118.5	(1)	117.5	-	117.5
General Demand	4.5	-	4.5	-	4.5
Vanpool	4	-	4	-	4
Maintenance	45	4	49	-	49.0
Human Resources	7	-	7	-	7
Safety / Training	7	3	10	-	10.0
Executive / Administrative Services	21	-	21	-	21
Marketing / Customer Service	14	3	17	-	17.0
Planning / Service Dev	8	1	9	-	9
Total Work Force	389	34	423	4	427

Salaries and Wages amounts have been prepared with consideration for normal step progression through the salary scale for both represented and non-represented employees but does not include any other wage and/or benefit increases that might be collectively bargained.

Depending on workloads, priorities and projects, BFT may use contracted services and limited term duration employees to fill short-term staffing needs. These positions are not included in the permanent headcount numbers.

Employee Benefits

The Health Insurance budget includes an increase commensurate with the proposed increase in headcount as detailed above and a 3% increase over 2021 rates. Rate adjustments for employees represented by a collective bargaining unit (CBA) have been incorporated.

Based on guidance received from the State of Washington, the employer PERS contribution rate has decreased from 12.97% used in 2021 to 10.25% for 2022.

Other Expense Assumptions

Fuel and Lubricants

Fuel and Lubricants costs are projected to increase 37% or \$1.3M over the 2021 budget forecast and 65%, or \$1.4M, compared to the 2021 forecast. Fuel prices have been increasing substantially throughout 2021 and the 2022 budget has assumed that these increased prices will hold steady throughout 2022. Prices in August 2021 are 59% higher per gallon compared to August 2020.

The following summarizes the budgeted fuel cost based on miles by mode, MPG, and estimated cost per gallon.

2022 Proposed Budget					
	Base Miles	Avg MPG	Gals Needed	Rate/gal	Est Cost
Fixed Rte	3,704,800	5.03	736,541	2.43	\$ 1,789,800
General Demand	160,600	8.41	19,096	3.38	64,500
DAR	2,184,600	6.78	322,212	3.38	1,087,700
Van Pool	1,829,300	15.50	118,019	3.38	398,400
Non-Rev	563,970	16.79	33,590	3.38	113,400
Community Van	1,100	15.50	71	3.38	200
ARC	245,300	8.41	29,168	3.38	98,500
	8,689,670		1,258,697	3.24	\$ 3,552,500

Purchased Transportation

Purchased Transportation is being budgeted \$400K, or 14%, lower than the 2021 budget. This is primarily due to an expectation of slower growth for the Connect Service that began in 2021. While this service continues to grow, it will be at slower rates than previously assumed due to the continued impact the pandemic has had on ridership recovery levels.

Other Expenses

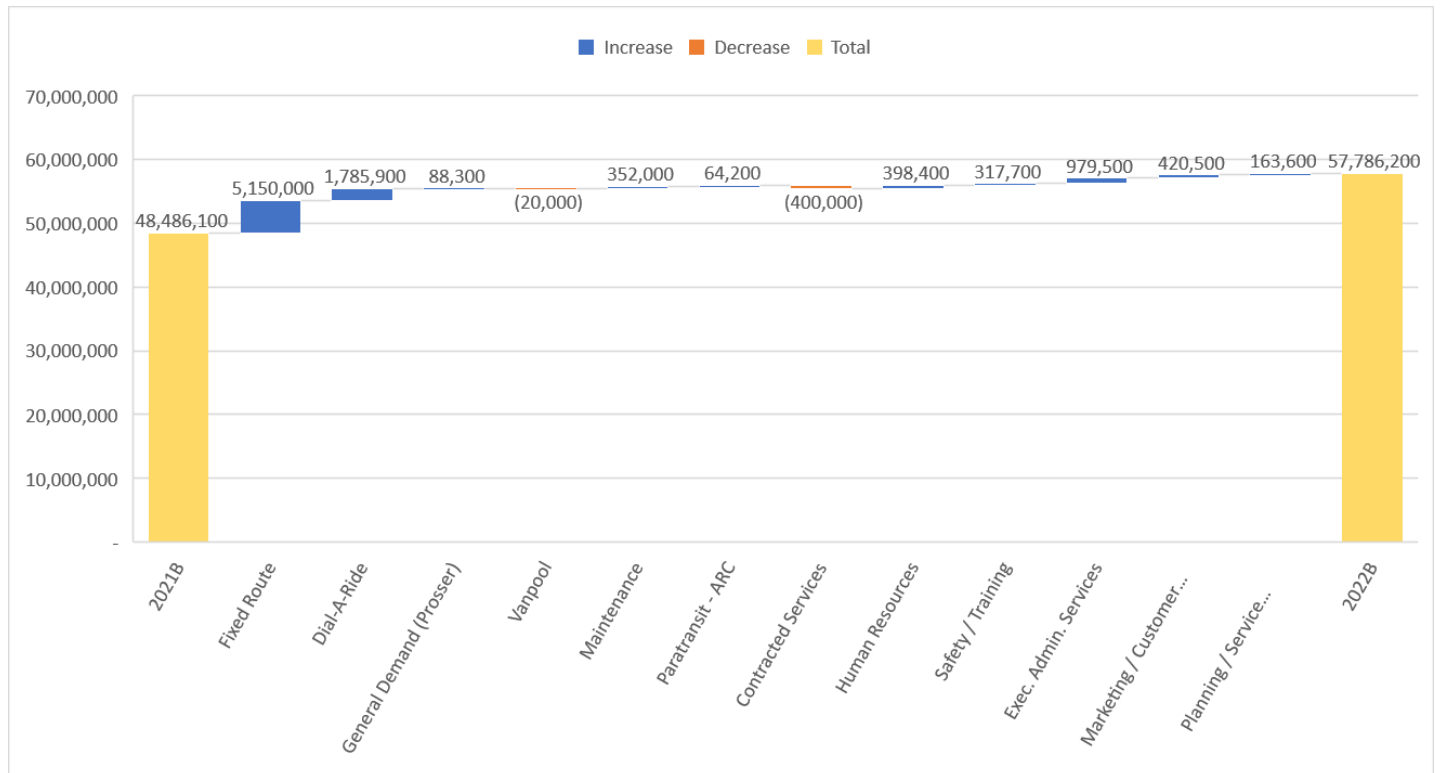
The remaining cost elements are shown below and represent either immaterial dollar amounts or minimal changes from the 2021 budget.

	2021B	2022B	Change	
Tires & Tubes	332,000	300,400	(31,600)	-11%
Materials & Supplies	3,009,800	3,104,900	95,100	3%
Utility	407,200	448,700	41,500	9%
Insurance and Liability	1,234,200	1,307,100	72,900	6%
Rentals	275,200	155,100	(120,100)	-77%
Miscellaneous	949,000	1,021,900	72,900	%

Expenses – Totals by Department

Operating Expenditures	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022B to 2021B	Change
Directly Operated Transportation						
Fixed Route	15,851,200	17,498,300	17,521,000	22,648,300	5,150,000	29.4%
Dial-A-Ride	9,911,600	11,586,700	8,994,800	13,372,600	1,785,900	15.4%
General Demand (Prosser)	417,200	472,100	372,600	560,400	88,300	18.7%
Vanpool	1,425,400	1,700,200	1,191,900	1,680,200	(20,000)	-1.2%
Maintenance	1,916,200	2,585,900	2,016,100	2,937,900	352,000	13.6%
Purchased Transportation						
Paratransit - ARC	325,800	1,423,400	362,800	1,487,600	64,200	4.5%
Contracted Services	380,000	2,100,000	720,600	1,700,000	(400,000)	-19.0%
Administration						
Human Resources	1,521,800	1,733,500	1,735,400	2,131,900	398,400	23.0%
Safety / Training	1,171,300	953,000	965,200	1,270,700	317,700	33.3%
Executive / Administrative Service	4,935,100	4,841,900	4,127,000	5,821,400	979,500	20.2%
Marketing / Customer Service	1,328,500	2,182,400	1,437,800	2,602,900	420,500	19.3%
Planning / Service Development	864,500	1,408,700	976,800	1,572,300	163,600	11.6%
Total Operating Expenditures	40,048,600	48,486,100	40,422,000	57,786,200	9,300,100	19.2%

The following chart illustrates the changes by department from the 2021 budget to the 2022 budget. Of the total increase of \$9.3M, \$7.0M is attributed to Operations which is driven almost entirely by the full year of service for the service expansions added in 2021.



Directly Operated Transportation (Fixed Route, Dial-A-Ride, General Demand & Vanpool)

The expenses in these departments have increased primarily due to the full year of service changes that were implemented in 2021. Four (4) new operator headcount positions have been included in the 2022 proposed budget. Vanpool is lower than the prior year budget due to an expected slower recovery for Vanpool operations.

Purchased Transportation (ARC and Connect)

Paratransit – ARC has been proposed based on the assumption that ARC will return to normal levels of activity in 2021. As previously mentioned, we expect the Connect service to grow slower than initially planned due to the continuing impacts of COVID. Because of this, Connect is budgeted \$400K, or 19%, lower in 2022 compared to 2021.

Administration

Costs associated with the various administration departments are budgeted to increase by a total of 20.5% over the 2021 budget. No new headcount has been proposed for the administrative departments. This increase is due to a full year of expenses associated with headcount that was approved in 2021, as well as increases in Professional Services associated with projects and initiatives approved in prior years that were deferred/delayed. This includes the resumption of Franklin-Covey training which was postponed in 2020 and 2021; the beginning of the ERP evaluation project; new phone system implementation; additional communications and public outreach associated with BFT's 40th anniversary; and the reclassification of ADA support staff from Operations to Marketing/Customer Service.

Overall, the 2022 budgeted Administrative Expenses represent 23% of total Operating Expenses, which is unchanged from the 2021 budget.

Capital Budget

The Capital Improvement Plan (CIP) for 2021 – 2026 was approved by the Board of Directors in July 2021 with project values totaling \$142,940,931 and an approved budget of \$52,611,826.

BFT does not use debt for any capital projects. All capital projects are funded on a pay-as-you-go basis using federal and state grants to the maximum extent possible. Capital needs not funded with a grant are paid for using reserves from local funds.

This proposed 2022 Capital Budget includes proposed changes to both the project values and approved budget. The table below summarizes the proposed changes:

	Project Value	Budget
July 2021 Board Approved CIP	\$142,940,931	\$52,611,826
Proposed Changes		
Completed Projects	(\$2,490,000)	(\$2,490,000)
Project Removals	(\$3,679,192)	(\$3,679,192)
New Project Additions	\$150,000	\$150,000
Project Additions/Increases	\$16,374,436	\$36,002,055
Net Change	\$10,355,244	\$29,982,863
Proposed 2022 Capital Budget	\$153,296,175	\$82,594,689

The detailed list of proposed project and budget changes are as follows:

				Current Project Value	Current Approved Budget	Proposed Project Value Change	Proposed Budget Change	Adjusted Project Value	Adjusted Budget
Fleet									
FLT0020	(2019) VAN	Up To	22	\$787,380	\$787,380	(\$787,380)	(\$787,380)	\$0	\$0
FLT0021	(2019) VAN	Up To	40	\$1,431,590	\$1,431,590	(\$1,431,590)	(\$1,431,590)	\$0	\$0
FLT0025	(2020) VAN	Up To	40	\$1,460,222	\$1,460,222	(\$1,460,222)	(\$1,460,222)	\$0	\$0
FLT0029	(2022) BUS	Up To	3	\$1,656,121	\$0	\$0	\$1,656,121	\$1,656,121	\$1,656,121
FLT0030	(2022) BUS - Electric	Up To	5	\$4,961,250	\$0	\$0	\$4,961,250	\$4,961,250	\$4,961,250
FLT0031	(2022) DAR	Up To	12	\$1,198,151	\$0	\$0	\$1,198,151	\$1,198,151	\$1,198,151
FLT0033	(2022) Non-Revenue: Service Truck	Up To	1	\$65,564	\$0	\$39,436	\$105,000	\$105,000	\$105,000
FLT0034	(2023) DAR	Up To	12	\$1,210,133	\$0	\$0	\$1,210,133	\$1,210,133	\$1,210,133
Fleet Totals				\$12,770,411	\$3,679,192	(\$3,639,756)	\$5,451,463	\$9,130,655	\$9,130,655
Facilities									
FAC0009	Transit Centers - Renovation Knight Street			\$2,400,000	\$2,400,000	(\$2,400,000)	(\$2,400,000)	\$0	\$0
FAC0022	Transit Hubs (Connection Points)	Up To	3	\$8,000,000	\$8,000,000	\$0	\$0	\$8,000,000	\$8,000,000
FAC0027	Land Acquisition			\$1,000,000	\$1,000,000	\$10,000,000	\$10,000,000	\$11,000,000	\$11,000,000
FAC0032	Benton City Transit Facility			\$3,500,000	\$0	\$0	\$1,000,000	\$3,500,000	\$1,000,000
FAC0033	Prosser Transit Facility			\$3,500,000	\$0	\$0	\$1,000,000	\$3,500,000	\$1,000,000
FAC0034	Southridge Transit facility			\$3,500,000	\$0	\$0	\$1,000,000	\$3,500,000	\$1,000,000
Facilities Totals				\$21,900,000	\$11,400,000	\$7,600,000	\$10,600,000	\$29,500,000	\$22,000,000
Equipment									
EQP0012	Mobile Dispatch Retrofit/Equipment			\$15,000	\$15,000	\$235,000	\$235,000	\$250,000	\$250,000
Equipment Totals				\$15,000	\$15,000	\$235,000	\$235,000	\$250,000	\$250,000
Transit Technologies									
TEC0018	IT Related Projects - TBEST Planning Software			\$90,000	\$90,000	(\$90,000)	(\$90,000)	\$0	\$0
TEC0019	Operations Simulator Training Unit			\$400,000	\$0	\$0	\$400,000	\$400,000	\$400,000
TEC0020	Runcutter Software			\$0	\$0	\$150,000	\$150,000	\$150,000	\$150,000
Transit Technology Totals				\$1,565,000	\$165,000	\$60,000	\$460,000	\$1,625,000	\$625,000
Other									
OTH0005	Business Continuity IT /Infrastructure/Website			\$200,000	\$200,000	\$100,000	\$100,000	\$300,000	\$300,000
Other Totals				\$200,000	\$200,000	\$100,000	\$100,000	\$300,000	\$300,000
MOA Campus									
FAC0017	Operations Building Renovations			\$10,000,000	\$2,863,600	\$6,000,000	\$13,136,400	\$16,000,000	\$16,000,000
MOA Totals				\$10,000,000	\$2,863,600	\$6,000,000	\$13,136,400	\$16,000,000	\$16,000,000
CIP Totals for Items with Changes						\$10,355,244	\$29,982,863		
Projects Being Removed						(\$3,679,192)	(\$3,679,192)		
Completed Projects Removed						(\$2,490,000)	(\$2,490,000)		
New Project Additions						\$150,000	\$150,000		
Project Increases for Existing Projects						\$16,374,436	\$36,002,055		
Net Change						\$10,355,244	\$29,982,863		

Removal of Closed/Completed Projects

Project FAC0009, Renovation of Knight Street Transit Center, and Project TEC0018 – TBEST Planning Software have been completed and are ready to close and remove from the CIP.

FLT0020, FLT0021, and FLT0025 are for Vanpool purchases and are being removed from the CIP. These were purchases that were previously approved and planned for 2019 – 2020. Given the lack of state funding for Vanpool

purchases, and the current status of the Vanpool program in general, BFT management does not plan on moving forward with these purchases. Vanpool purchases that were previously added to the CIP for 2021 and later will remain in the CIP.

New Projects Being Added to the 2022 Capital Budget

One new project is being proposed for 2022. This is project TEC0020 for Runcutter planning software. This project seeks to procure, install, and set up a scheduling and runcutting software system for fixed route service. BFT currently performs this function using Microsoft Excel. The advantage of using a specialized software platform is that the systems are designed to optimize service and performance within industry standards and are customized to labor provisions in CBAs. BFT expects to recover the cost of the software through improved operational (scheduling) efficiency and making new services more reliable at the outset.

Proposed Changes to Existing Projects

Budget authority is being requested for multiple fleet projects with planned acquisition dates in 2022. Budget is also being requested for FLT0034, which is for the purchase of up to 12 Dial-A-Ride vehicles. Although this project is scheduled for 2023, the vehicles will need to be ordered in 2022 to ensure delivery in 2023 before the associated grant funds expire.

Budget authority is also being requested for projects FAC0027, FAC0032, FAC0033, and FAC0034. These projects are for land acquisitions in West Pasco, Benton City, Prosser, and the Southridge area of Kennewick and directly support the strategic initiative to advance and adapt system for future regional growth.

Project Value and Budget Authority are proposed for project EQP0012. This project is to retrofit an existing fleet vehicle with the equipment necessary to create a Mobile Command Vehicle (MCV). A MCV supports the operational mission through the provision of mobile, on-site platforms for command, control, and communications during natural disasters, accidents, special services, and other similar occurrences.

Budget authority is being requested for the TEC0019, Operations Simulator Training Unit, so that unit can be ordered in 2022 for delivery once the Operations building construction has been completed.

Project value and budget authority are being proposed to increase for OTH0005, Business Continuity, IT Infrastructure, and Website Replacement, to support the planned activities for 2022.

Project FAC0017 is for the construction of the new Operations building. With design reaching the 90% completion level, updated budgetary estimates are available. This project was first added to the CIP in 2018 with a rough estimated cost of \$10M. Since then, construction prices have increased dramatically and the A&E firm supporting the project has updated cost estimates of \$16M. Therefore, an increase in the project value of \$6M is being proposed as well as a proposed increase of \$13.1M of budget authority. This would bring the project value and budget authority to \$16M as construction is expected to begin in early 2022. This project will be funded primarily with local funds which will be covered through existing and planned reserves.

Appendix 1 – Operating & Capital Budget Details

2021 Budget Forecast as of October 31, 2021

	Budget	October	Forecast	Variance	Var %
Revenues (Local)					
Fares - Direct Operations	1,783,800	471,300	724,700	(1,059,100)	-59.4%
Fares - Contracted Services	289,200	100	900	(288,300)	-99.7%
Sales Tax	40,200,000	37,988,900	46,500,000	6,300,000	15.7%
Other	480,000	673,500	1,150,600	670,600	139.7%
Revenues (State)					
Consolidated/Special Needs/Regional Mobility	650,000	622,600	731,000	81,000	12.5%
Revenues (Federal)					
Formula Funds	11,384,300	9,486,900	11,384,300	-	0.0%
Total Revenues	54,787,300	49,243,300	60,491,500	5,704,200	10.4%
Operating Expenditures					
Directly Operated Transportation					
Bus	17,498,300	15,282,600	17,521,000	22,700	0.1%
Dial-A-Ride	11,586,700	8,101,800	8,994,800	(2,591,900)	-22.4%
Prosser	472,100	326,400	372,600	(99,500)	-21.1%
Vanpool	1,700,200	1,027,000	1,191,900	(508,300)	-29.9%
Maintenance	2,585,900	2,077,700	2,016,100	(569,800)	-22.0%
Purchased Transportation					
Paratransit ARC	1,423,400	293,200	362,800	(1,060,600)	-74.5%
Contracted Services	2,100,000	600,500	720,600	(1,379,400)	-65.7%
General Administration					
Human Resources	1,733,500	1,470,100	1,735,400	1,900	0.1%
Safety / Training	953,000	865,200	965,200	12,200	1.3%
Executive / Administrative Services	4,841,900	3,408,300	4,127,000	(714,900)	-14.8%
Marketing / Customer Service	2,182,400	1,192,900	1,437,800	(744,600)	-34.1%
Planning / Service Development	1,408,700	837,900	976,800	(431,900)	-30.7%
Total Operating Expenditures	48,486,100	35,483,600	40,422,000	(8,064,100)	-16.6%
Capital Expenditures					
Capital Projects	5,725,168	3,734,200	5,725,168	-	0.0%
Total Capital Expenditures	5,725,168	3,734,200	5,725,168	-	0.0%

	Federal	State	Local	Total
Fleet Program	1,392,923	600,000	485,380	2,478,303
Facilities Program	864,000	-	716,000	1,580,000
Safety & Security Program	100,000	-	25,000	125,000
Transit Technologies Program	212,000	-	729,865	941,865
Planning Program	-	-	400,000	400,000
Other Program	200,000	-	-	200,000
Total Capital Projects	2,768,923	600,000	2,356,245	5,725,168

BFT 2022 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	214,000	3,368,000	2,113,000	
Dial-A-Ride & General Demand	130,800	2,132,000	302,000	
Vanpool	38,000	1,663,000	340,000	
<i>Purchased Transportation</i>				<u>Annual Amount</u>
Paratransit - ARC	14,000	223,000	78,000	\$ 1,487,605
Contracted Services	36,000	376,000	31,000	1,700,000
	432,800	7,762,000	2,864,000	\$ 3,187,605

Work Force	2021 Budget	2021 Approved	2022 Request	Change
Operations	160	184	188	4
Dial-A-Ride	118.5	117.5	117.5	-
General Demand	4.5	4.5	4.5	-
Vanpool	4	4	4	-
Maintenance	45	49	49	-
Human Resources	7	7	7	-
Safety / Training	7	10	10	-
Executive / Administrative Services	21	21	21	-
Marketing / Customer Service	14	17	17	-
Planning / Service Dev	8	9	9	-
Total Work Force	389	423	427	4

2021

	Forecast	2022 Budget	Var
Revenue			
Fares	\$ 725,600	\$ 2,146,400	\$ 1,420,800
Sales Tax	46,500,000	48,127,500	1,627,500
Misc. Revenue	1,150,600	374,200	(776,400)
State Grants	731,000	1,370,697	639,697
Federal Grants	11,384,300	18,885,353	7,501,053
	<u>\$ 60,491,500</u>	<u>\$ 70,904,150</u>	<u>\$ 10,412,650</u>

Expense

Salary / Wage	\$ 19,083,100	\$ 25,953,100	\$ 6,870,000
Benefits	10,608,900	14,474,700	3,865,800
Salary / Wage Increase	<u>\$ 29,692,000</u>	<u>\$ 40,427,800</u>	<u>\$ 10,735,800</u>
Health Insurance (average)	\$ 1,341	\$ 1,391	\$ 1,559,437
State Industrial Insurance per Hour	0.14175 / 1.5766	0.14266 / 1.6099	\$ 411,268
WA State FML Act	\$ 0.3667	\$ 0.3667	\$ (54,223)
Retirement Contribution (%)	10.25%	10.25%	\$ 239,206
Professional Services	\$ 2,190,700	\$ 4,431,000	\$ 2,240,300
Fuel & Lubricants	2,396,000	3,639,300	1,243,300
Tires & Tubes	218,200	300,400	82,200
Materials & Supplies	2,776,600	3,104,900	328,300
Utility	394,200	448,700	54,500
PL / PD Insurance (WSTIP)	1,190,900	1,307,100	116,200
Purchased Transportation	952,900	2,950,000	1,997,100
Rentals	259,000	155,100	(103,900)
Miscellaneous	351,500	1,021,900	670,400
Total Non-Labor	<u>\$ 10,730,000</u>	<u>\$ 17,358,400</u>	<u>\$ 6,628,400</u>

2021 Year-end Estimates / 2022 Proposal

		Boardings	Revenue Hours	Revenue Miles
<i>Total</i>				
	Total 2021 Budget	2,934,000	465,000	9,253,000
	Total 2021 Estimate	1,957,000	353,100	6,266,000
	Total 2022 Proposed	2,864,000	432,800	7,762,000
	Proposed % Change Over Estimate	46.3%	22.6%	23.9%
	Proposed % Change Over 2021 Budget	-2.4%	-6.9%	-16.1%
<i>Directly Operated</i>				
Fixed Route	Total 2021 Budget	1,830,000	206,000	3,242,000
	Total 2021 Estimate	1,524,000	194,000	3,053,000
	Proposed % Change Over Estimate	38.6%	10.3%	10.3%
	2022 Proposed	2,113,000	214,000	3,368,000
	Proposed % Change Over 2021 Budget	15.5%	3.9%	3.9%
DAR Tri-Cities	Total 2021 Budget	270,000	119,000	1,825,000
	Total 2021 Estimate	209,000	98,000	1,569,000
	Proposed % Change Over Estimate	32.1%	26.5%	26.6%
	2022 Proposed	276,000	124,000	1,986,000
	Proposed % Change Over 2021 Budget	2.2%	4.2%	8.8%
Prosser	Total 2021 Budget	21,000	4,000	96,000
	Total 2021 Estimate	12,000	4,500	104,000
	Proposed % Change Over Estimate	116.7%	51.1%	40.4%
	2022 Proposed	26,000	6,800	146,000
	Proposed % Change Over 2021 Budget	23.8%	70.0%	52.1%
Vanpool	Total 2021 Budget	595,000	75,000	3,100,000
	Total 2021 Estimate	162,000	26,000	1,194,000
	Proposed % Change Over Estimate	109.9%	46.2%	39.3%
	2022 Proposed	340,000	38,000	1,663,000
	Proposed % Change Over 2021 Budget	-42.9%	-49.3%	-46.4%
<i>Purchased</i>				
Paratransit - Arc	Total 2021 Budget	73,000	15,000	240,000
	Total 2021 Estimate	26,000	4,600	74,000
	Proposed % Change Over Estimate	200.0%	204.3%	201.4%
	2022 Proposed	78,000	14,000	223,000
	Proposed % Change Over 2021 Budget	6.8%	-6.7%	-7.1%
Connect	Total 2021 Budget	145,000	46,000	750,000
	Total 2021 Estimate	24,000	26,000	272,000
	Proposed % Change Over Estimate	29.2%	38.5%	38.2%
	2022 Proposed	31,000	36,000	376,000
	Proposed % Change Over 2021 Budget	-78.6%	-21.7%	-49.9%

2022 Budget Build Analysis

Operating Expense	2019 Actuals	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022B to 2021B	Change
Salaries & Wages	16,492,100	17,367,300	20,287,000	19,083,100	25,953,100	5,666,100	27.9%
Employee Benefits	10,193,900	12,960,500	12,491,000	10,608,900	14,474,700	1,983,700	15.9%
Total Labor	26,686,000	30,327,800	32,778,000	29,692,000	40,427,800	7,649,800	23.3%
Professional Services	3,269,500	2,526,000	3,860,000	2,190,700	4,431,000	571,000	14.8%
Fuel & Lubricants	2,648,600	1,394,900	2,290,700	2,396,000	3,639,300	1,348,600	58.9%
Tires & Tubes	330,000	218,300	332,000	218,200	300,400	(31,600)	-9.5%
Materials & Supplies	2,368,200	2,810,600	3,009,800	2,776,600	3,104,900	95,100	3.2%
Utility	294,200	416,600	407,200	394,200	448,700	41,500	10.2%
Insurance and Liability	1,157,500	1,381,600	1,234,200	1,190,900	1,307,100	72,900	5.9%
Purchased Transportation	1,073,000	571,900	3,350,000	952,900	2,950,000	(400,000)	-11.9%
Rentals	78,900	99,200	275,200	259,000	155,100	(120,100)	-43.6%
Miscellaneous	427,900	301,700	949,000	351,500	1,021,900	72,900	7.7%
Total Non-Labor	11,647,800	9,720,800	15,708,100	10,730,000	17,358,400	1,650,300	10.5%
Total Operating Expense	38,333,800	40,048,600	48,486,100	40,422,000	57,786,200	9,300,100	19.2%

Operating Expenditures	2019 Actuals	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022B to 2021B	Change
Directly Operated Transportation							
Fixed Route	14,980,600	15,851,200	17,498,300	17,521,000	22,648,300	5,150,000	29.4%
Dial-A-Ride	10,726,200	9,911,600	11,586,700	8,994,800	13,372,600	1,785,900	15.4%
General Demand (Prosser)	504,200	417,200	472,100	372,600	560,400	88,300	18.7%
Vanpool	1,953,600	1,425,400	1,700,200	1,191,900	1,680,200	(20,000)	-1.2%
Maintenance	1,902,900	1,916,200	2,585,900	2,016,100	2,937,900	352,000	13.6%
Purchased Transportation							
Paratransit - ARC	1,284,300	325,800	1,423,400	362,800	1,487,600	64,200	4.5%
Contracted Services	-	380,000	2,100,000	720,600	1,700,000	(400,000)	-19.0%
Administration							
Human Resources	1,387,900	1,521,800	1,733,500	1,735,400	2,131,900	398,400	23.0%
Safety / Training	966,100	1,171,300	953,000	965,200	1,270,700	317,700	33.3%
Executive / Administrative Service	2,617,000	4,935,100	4,841,900	4,127,000	5,821,400	979,500	20.2%
Marketing / Customer Service	1,293,700	1,328,500	2,182,400	1,437,800	2,602,900	420,500	19.3%
Planning / Service Development	717,300	864,500	1,408,700	976,800	1,572,300	163,600	11.6%
Total Operating Expenditures	38,333,800	40,048,600	48,486,100	40,422,000	57,786,200	9,300,100	19.2%

2022 Budget (\$)				
	Total	Operating	Capital	Reserves
Revenues				
Local				
Fares	1,946,400	1,946,400	-	-
Contracted Services	200,000	200,000	-	-
Sales Tax	48,127,500	35,009,550	13,117,950	-
Other	374,200	374,200	-	-
Reserve Funds	14,711,056	-	14,711,056	-
Total Local	65,359,156	37,530,150	27,829,006	-
State				
Consolidated / Planning Grant	50,000	50,000	-	-
Dept. of Ecology Grant	1,500,000	-	1,500,000	-
Special Needs	3,728,981	1,320,697	2,408,284	-
Vanpool Investment Program	-	-	-	-
Total State	5,278,981	1,370,697	3,908,284	-
Federal				
CRRSSA	8,460,568	8,460,568	-	-
ARP	10,424,785	10,424,785	-	-
FFY 2017 5307 Formula	684,789	-	684,789	-
FFY 2017 5339 Bus/Facilities Formula	722,914	-	722,914	-
FFY 2018 5307 Formula	3,007,062	-	3,007,062	-
Total Federal	23,300,118	18,885,353	4,414,765	-
Total Revenues	\$ 93,938,255	\$ 57,786,200	\$ 36,152,055	\$ -
Expenditures				
Operating Expenditures				
Bus Operations	22,648,300	22,648,300	-	-
Dial-A-Ride	13,372,600	13,372,600	-	-
General Demand	560,400	560,400	-	-
Vanpool	1,680,200	1,680,200	-	-
Maintenance	2,937,900	2,937,900	-	-
Human Resources	2,131,900	2,131,900	-	-
Safety / Training	1,270,700	1,270,700	-	-
Executive / Administrative Services	5,821,400	5,821,400	-	-
Marketing / Customer Service	2,602,900	2,602,900	-	-
Planning / Service Dev / Purchased Transportation	4,759,900	4,759,900	-	-
Total Operating Expenditures	57,786,200	57,786,200	-	-
Capital Program Expenditures				
Fleet Program	9,130,655	-	9,130,655	-
Facilities Program	26,136,400	-	26,136,400	-
Equipment Program	235,000	-	235,000	-
Transit Technologies Program	650,000	-	650,000	-
Total Capital Expenditures	36,152,055	-	36,152,055	-
Total Expenditures	\$ 93,938,255	\$ 57,786,200	\$ 36,152,055	\$ -

2022 Capital Budget - Details				
Funding Sources				
Source	Local	State	Federal	Total
Local				
Sales Tax	13,117,950	-	-	13,117,950
Reserves	13,608,450	-	-	13,608,450
Local	26,726,400	-	-	26,726,400
State				
Dept. of Ecology Grant	300,000	1,500,000	-	1,800,000
Special Needs Funding	-	2,408,284	-	2,408,284
State	300,000	3,908,284	-	4,208,284
Federal				
FFY 2017 5307 Formula	120,845	-	684,789	805,634
FFY 2017 5339 Bus/Facilities Formula	127,573	-	722,914	850,487
FFY 2018 5307 Formula	554,188	-	3,007,062	3,561,250
Federal	802,606	-	4,414,765	5,217,371
Total	\$ 27,829,006	\$ 3,908,284	\$ 4,414,765	\$ 36,152,055

2022 Capital Budget - Details				
Project Details				
Capital Project	Local	State	Federal	Total
Fleet				
Fixed Route - 3	248,418	-	1,407,703	1,656,121
Fixed Route Electric - 5	774,188	1,500,000	2,687,062	4,961,250
DAR - 24	-	2,408,284	-	2,408,284
Non-Revenue Service Vehicle - 1	105,000	-	-	105,000
Fleet Program	1,127,606	3,908,284	4,094,765	9,130,655
Facilities				
Land Acquisition	10,000,000	-	-	10,000,000
Operations Building	13,136,400	-	-	13,136,400
Benton City Transit Facility	1,000,000	-	-	1,000,000
Prosser Transit Facility	1,000,000	-	-	1,000,000
Southridge Transit facility	1,000,000	-	-	1,000,000
Facilities Program	26,136,400	-	-	26,136,400
Equipment				
Mobile Dispatch Retrofit/Equipment	235,000	-	-	235,000
Equipment Program	235,000	-	-	235,000
Transit Technology				
Business Continuity IT Equipment & Infrastructure	100,000	-	-	100,000
Operations Simulator Training Unit	80,000	-	320,000	400,000
Runcutter Software	150,000	-	-	150,000
Transit Technologies Program	330,000	-	320,000	650,000
Total	\$ 27,829,006	\$ 3,908,284	\$ 4,414,765	\$ 36,152,055

	Directly Operated Transportation				Purchased Transportation		Combined
	Fixed Route	Dial-A-Ride	General Demand (Prosser)	Vanpool	Contracted Paratransit (ARC)	Contracted Services (Via)	
Boarding	2,113,000	276,000	26,000	340,000	78,000	31,000	2,864,000
Revenue Miles	3,368,000	1,986,000	146,000	1,663,000	223,000	376,000	7,762,000
Revenue Hours	214,000	124,000	6,800	38,000	14,000	36,000	432,800
Fares	\$ 982,000	\$ 138,000	\$ 16,400	\$ 810,000	\$ -	\$ 200,000	\$ 2,146,400
Direct Cost	\$ 22,648,300	\$ 13,372,600	\$ 560,400	\$ 1,680,200	\$ 1,487,600	\$ 1,700,000	\$ 41,449,100
Allocated Cost	\$ 9,671,564	\$ 5,717,985	\$ 245,057	\$ 718,832	\$ -	\$ -	\$ 16,353,438
Depreciation - Local (Vehicle only)	\$ 444,755	\$ 87,949	\$ 211	\$ 148,203	\$ 7,256	\$ -	\$ 688,374
Total Cost for Farebox Recovery Ratio	\$ 32,764,619	\$ 19,178,534	\$ 805,668	\$ 2,547,235	\$ 1,494,856	\$ 1,700,000	\$ 58,490,912
Cost per Boarding	\$ 15.51	\$ 69.49	\$ 30.99	\$ 7.49	\$ 19.16	\$ 54.84	\$ 20.42
Cost per Rev Mile	\$ 9.73	\$ 9.66	\$ 5.52	\$ 1.53	\$ 6.70	\$ 4.52	\$ 7.54
Cost per Rev Hour	\$ 153.11	\$ 154.67	\$ 118.48	\$ 67.03	\$ 106.78	\$ 47.22	\$ 135.15
Farebox Recovery	3.0%	0.7%	2.0%	31.8%	0.0%	11.8%	3.7%

Fixed Route

Expense	Boarding	Revenue Miles	Revenue Hours
Total Labor	\$ 7.84	\$ 4.92	\$ 77.46
Fuel & Lubricants	0.88	0.55	8.67
Tires & Tubes	0.07	0.05	0.74
Materials & Supplies	0.44	0.28	4.36
Other	1.48	0.93	14.61
Total Direct Cost Per	\$ 10.72	\$ 6.72	\$ 105.83

Dial-A-Ride

Expense	Boarding	Revenue Miles	Revenue Hours
Total Labor	\$ 38.03	\$ 5.28	\$ 84.64
Fuel & Lubricants	3.97	0.55	8.84
Tires & Tubes	0.22	0.03	0.48
Materials & Supplies	1.56	0.22	3.47
Other	4.68	0.65	10.41
Total Direct Cost Per	\$ 48.45	\$ 6.73	\$ 107.84

Appendix 2 – Department Accomplishments, Goals and Initiatives and Budgets

Administrative Services Department

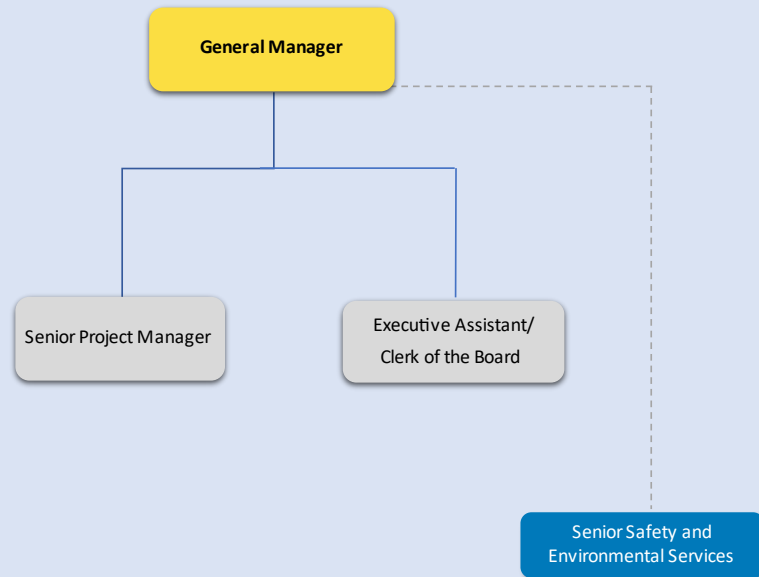
The Administrative Services Department is comprised of several functional areas.

- Administrative Services is responsible for responding to public records requests; overseeing the administration and policies regarding agency travel; and general support and guidance on a variety of special projects. This department is also responsible for the overall development and coordination of the Technology Roadmap for BFT.
- Executive Office/General Manager carries out the Board’s policies and ordinances, coordinates inter-agency activities, oversees BFT’s day-to-day operations, and appoints the Directors of BFT’s operating departments. This also includes activities such as all Board of Directors interactions, including Board Resolutions; and providing guidance and direction for all activities of BFT, including advisory services to staff and management.
- Finance and Accounting/Grants Management is responsible for all management and oversight relating to BFT’s finances. This includes activities such as accounting, audit, and compliance; financial reporting, budgeting and planning; provides administration of all federal, state and local grants; and oversight of the Capital Improvement Plan (CIP).
- Information Technology manages and oversees the deployment and support of agency hardware and software; establishes agency-wide technology policies and procedures; serves as subject matter experts for Information Technology (IT) and Intelligent Transportation Systems (ITS); serves as liaisons with outside agencies and vendors on behalf of the agency for technology and systems issues; influences technology direction, selection, and procurements for the agency; and directly supports projects and special operations.
- Procurement manages and oversees the acquisition and contract administration functions related to construction, professional and non-professional services, vehicles, and equipment/supply contracts; and reviews, analyzes, and applies all agency policies and applicable federal, state, and local contracting regulations.

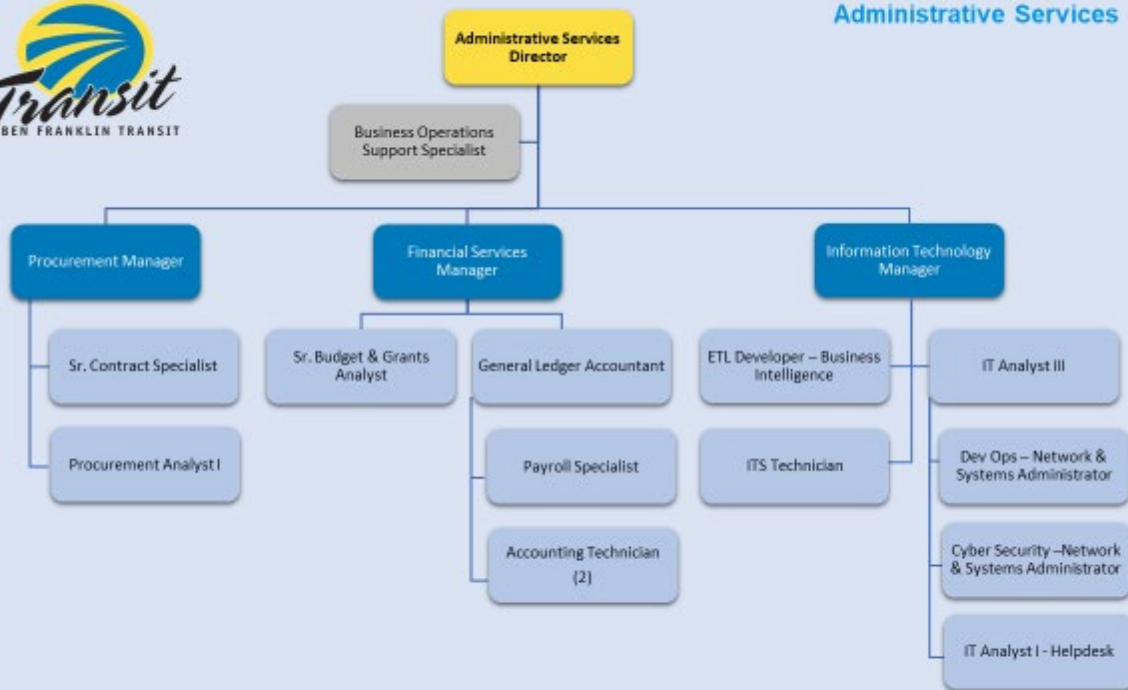
Administrative Services Department	
Department	Department Name
70	Board of Directors
71	Executive Office
72	Administrative Services
73	Finance and Accounting
74	Information Technology
75	Contracts and Purchasing

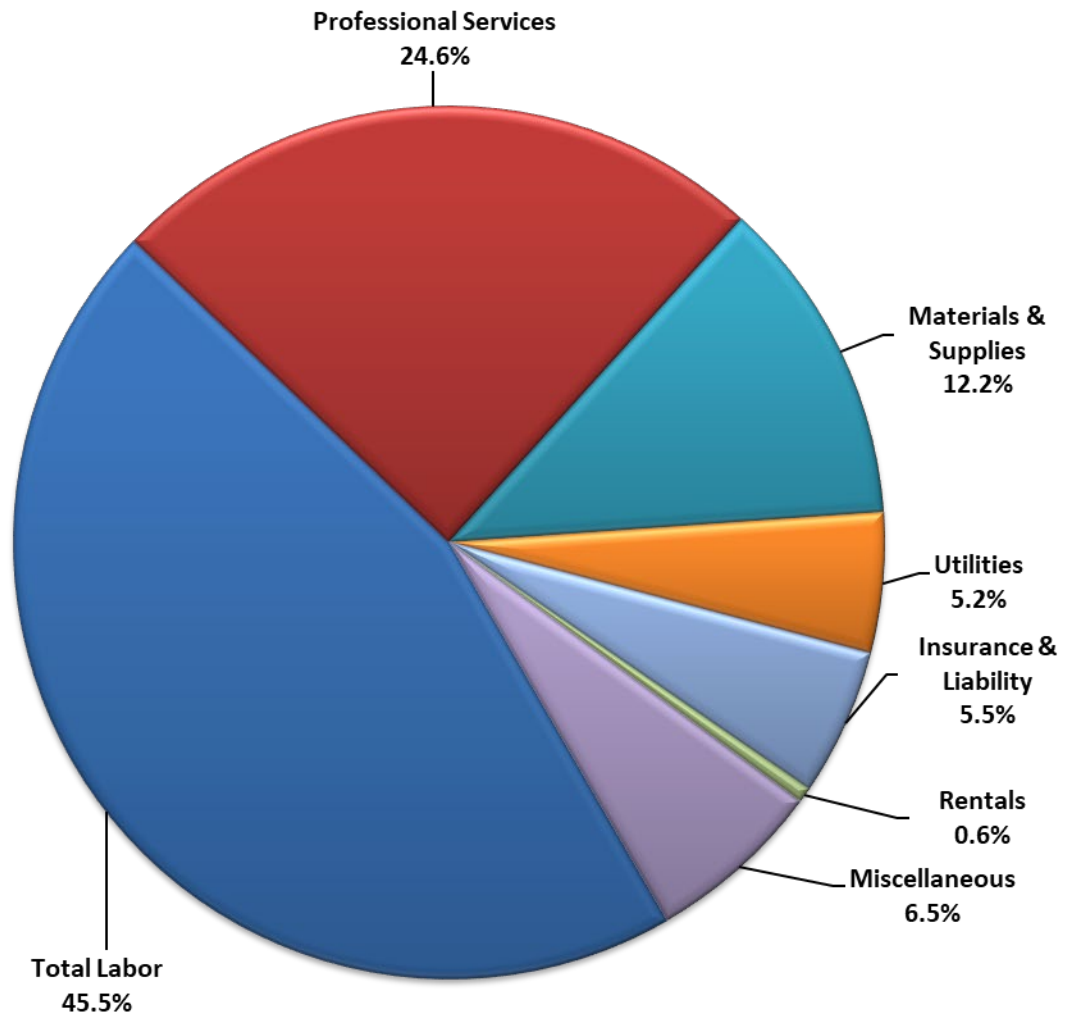


Executive Office



Administrative Services





Expense	2019 Actuals	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2021F to 2022B Var %	2021B to 2022B Var %
Salaries & Wages	947,800	1,253,200	1,541,000	1,510,000	1,753,100	16.1%	13.8%
Employee Benefits	96,800	1,856,000	778,200	699,300	893,700	27.8%	14.8%
Total Labor	1,044,600	3,109,200	2,319,200	2,209,300	2,646,800	19.8%	14.1%
Professional Services	679,000	563,000	1,010,800	550,900	1,431,300	159.8%	41.6%
Fuel & Lubricants	-	-	-	-	-	0.0%	0.0%
Tires & Tubes	-	-	-	-	-	0.0%	0.0%
Materials & Supplies	278,200	572,700	639,300	617,500	708,700	14.8%	10.9%
Utilities	257,900	288,300	270,000	267,500	302,300	13.0%	12.0%
Insurance & Liability	169,700	227,500	233,900	250,100	318,200	27.2%	36.0%
Purchased Transportation	-	-	-	-	-	0.0%	0.0%
Rentals	19,500	23,500	66,300	59,100	32,800	-44.5%	-50.5%
Miscellaneous	168,100	150,900	302,400	172,600	381,300	120.9%	26.1%
Total Non-Labor	1,572,400	1,825,900	2,522,700	1,917,700	3,174,600	65.5%	25.8%
Total Operating Expenses	2,617,000	4,935,100	4,841,900	4,127,000	5,821,400	41.1%	20.2%

2021 Major Accomplishments

1. Launched MyBFT, BFT's first agency-wide intranet Sharepoint site. Phase 1 of posting all policies, procedures, forms, resolutions and introduction of basic communication has been completed. Phase 2 has started which involves automating workflows and enhancing department functionality.
2. Implemented electronic signatures to facilitate workflows and dispersed operations.
3. Clean Financial and Accountability audit reports received with no audit findings.
4. Received Certificate of Achievement for Excellence in Financial Reporting for the ninth consecutive year
5. NTD Ridership audit completed and accepted by FTA
6. Implemented changes and retroactive adjustments associated with the completion of negotiations of several CBAs.
7. Awarded contract and began work on BFT's first ever comprehensive fare study. Project will continue into 2022.
8. Created and developed agency's first ever technology roadmap that brings comprehensive planning, communication, and alignment of priorities across all departments of the agency.
9. Procured and implemented a large number of iPads to support remote meetings, training and communications for a large workforce that do not have assigned computers.
10. Implemented new procurement software tool that integrates with BFT's website to streamline the way bid and proposals are received, evaluated and awarded.
11. Implemented a new fuel fleet card contract
12. Implement a resilient, high speed virtual Server environment to replace the aging and End-of-Life physical server environment including a migration of core applications and services from old physical server environment to the new virtual environment.
13. In recognition of their outstanding service and support during such a challenging year, the IT Team was recognized as the BFT Team of the Year.
14. Perform several major updates for Transit technology, including Several core updates to Rangers and other devices on Fixed Route and DAR vehicles.
15. Finance worked with Customer Service to implement changes and streamline pass and ticket outlet processing, deliveries and invoicing to increase efficiency and minimize physical contact risks.
16. Coordinated agency-wide review of policies and consolidated and organized into MyBFT making them available to all employees. Policies have now been identified to provide clear ownership, timing of reviews and updates and updated the policy template to make them easier to manage and track.
17. Changed Internet Service Provider (ISP) for all BFT locations increasing data speeds by 2x – 3x over existing connection speeds.

2022 Goals

1. Pursue Operational Excellence by growing and developing People, Processes & Tools
2. Transform IT into a value-creating organization
3. Create a culture of Data Driven Decision making by implementing tools, technology, processes to provide readily available data to users to enable use of timely and reliable data to quickly make decisions
4. Continue to provide excellent Administrative Services support
5. Meet all regulatory and compliance obligations with excellence
6. Modernize and transform agency IT Tools and Infrastructure

2022 Detailed Goals

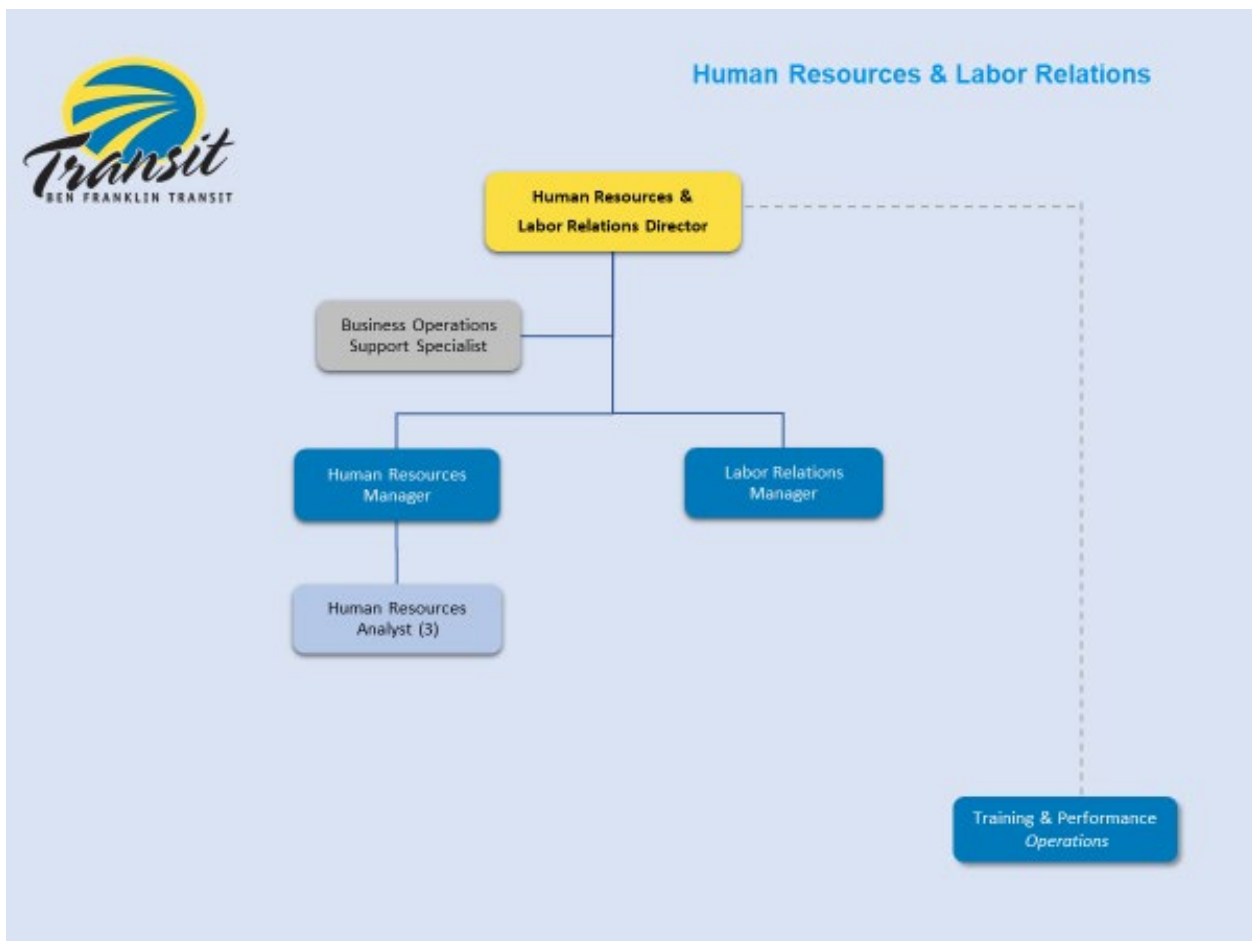
1. Pursue Operational Excellence by growing and developing People, Processes & Tools
 - a. Complete comprehensive fare study that was started in late 2021.
 - b. Continue to provide online training to staff for personal development growth as well as improving technical and technology skills.
 - c. Continue to identify and implement process improvements and eliminate non-valued added processes & activities.
 - d. Transition from an Excel spreadsheet contract tracking system to a software tool based tracking system. ProcureNow, a current tool being utilized, will be further implemented and utilized for reporting, data management, tracking, and communications with procurement and project managers.
 - e. Further utilization and implementation of existing tools to use standardized IFB, RFP and RFQ templates. This will improve procurement accuracy, timeliness and streamlined T&C's processes.
 - f. Continue selection and implementation of a records management/records retention tool that meets the various regulatory requirements while improving internal records management practices.
2. Continue transformation the IT Department into a value-creating organization.
 - a. Transform IT from a "fix-it" organization to driving, creating and supporting the tools and workflows of the future of the "new normal" (ongoing).
 - b. Staff and organize the IT team to provide extended hours IT support for core systems and technologies (ongoing).
 - c. Be a value-added business partner through the entire selection and implementation process of several agency-wide software implementations (ongoing).
 - d. Create and improve meeting rooms and technological infrastructure to support remote Board & Committee meetings as well as facilitating internal meetings (ongoing).
 - e. Develop standardized training and documentation for BFT staff on use of IT resources (ongoing).
3. Create a culture of Data Driven Decision making by implementing tools, technology, processes to provide readily available data to users to enable use of timely and reliable data to quickly make decisions
 - a. Work with other departments to select and implement Business Intelligence/Dashboarding software tools.
 - b. Continue working with other departments to further identify performance metrics to measure and report
 - c. Work with other departments to streamline access to data sources and ensure data integrity.
 - d. Implement a Budgeting, Planning and Reporting software tool that will drastically reduce the time spent in spreadsheets for budget preparation to allow more time for analysis and discussion of budget. The tool will also be the interface between the core accounting system and the Business Intelligence/Dashboarding tool. Financial forecasts and scenario analysis can be automated so that impacts of various decisions can rapidly be determined and discussed to drive data driven decision making.
 - e. Migrate excel-based Capital Improvement Plan process to SmartSheet to automate the entire CIP process, management and reporting.
4. Continue to provide excellent Administrative Services support
 - a. Select and implement a travel and expense reporting tool and process to streamline Travel Desk Operations.
 - b. Support major initiatives of other departments and cross-functional teams as needed.
 - c. Provide support during CBA negotiations.
 - d. Implement update Chart of Accounts to ensure regulatory compliance while simplifying and improving internal reporting and analysis.
 - e. Continue reviewing and updating all accounting and financial policies and improve organization and access to policies using tools such as Sharepoint.
 - f. Update procurement policy with process improvements. Review and benchmark purchasing thresholds and make recommendations for change as appropriate.

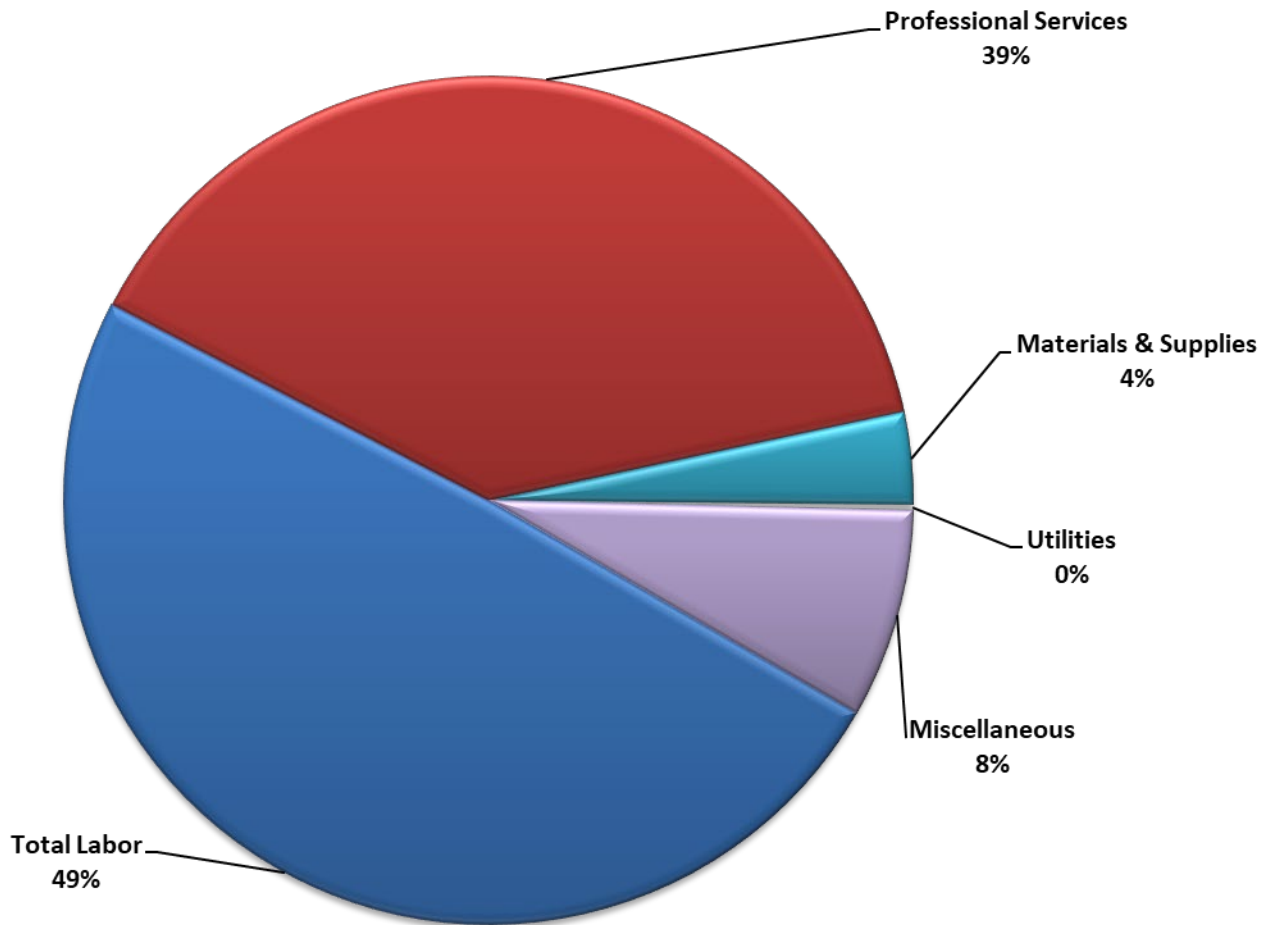
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- g. Implement new mandatory Washington State Long-Term Care tax and associated new LTC benefit plan.
- 5. Meet all regulatory and compliance obligations with excellence
 - a. Clean and timely audits (Financial, Federal, Accountability, NTD, etc.)
 - b. Obtain GOFA Certificate of Achievement for Excellence in Financial Reporting for tenth consecutive year
 - c. Achieve BFT's DBE goal of 1% participation for the year. Create a new process for tracking and monitoring progress towards target on a monthly basis in order to implement and track for greater awareness of progress to target.
 - d. Submit 2023 budget package to GFOA for first time ever seeking to obtain Distinguished Budget Award
 - e. Develop, promote, and implement IT policies that are in support of and/or required for PCI Compliance.
 - 6. Modernize and transform agency IT Tools and Infrastructure
 - a. Restore and rebuild the IT infrastructure to a state of good repair.
 - b. Identify and implement a new integrated telecommunications systems to support the new normal of a distributed workforce.
 - c. Renew security and safety emphasis (technologically) through updated building & room access, video surveillance, passwords, etc.
 - d. Begin planning activities for a new Enterprise Resource Planning (ERP) system.
 - e. Begin Phase 2 of MyBFT (Sharepoint) by automating forms and workflows.
 - f. Implement security tools to better protect staff, facilities, and data. This includes video surveillance, access control systems, and cyber-security tools.
-

Human Resources

The Human Resources and Labor Relations Department manages all employee life-cycle activities related to employment such as recruiting and hiring, benefits and compensation, performance management, training and development, culture and engagement, diversity and inclusion, organizational design, workforce planning, labor relations and union negotiations, worker health and safety, and employment law compliance. This department develops and administers policies and programs for the workforce and agency compliance such as Equal Employment Opportunity and Drug and Alcohol.

Human Resources and Labor Relations Department	
Department	Department Name
60	Human Resources





Expense	2019 Actuals	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2021F to 2022B Var %	2021B to 2022B Var %
Salaries & Wages	367,700	516,000	584,200	617,600	728,300	17.9%	24.7%
Employee Benefits	159,200	214,000	265,700	272,100	322,800	18.6%	21.5%
Total Labor	526,900	730,000	849,900	889,700	1,051,100	18.1%	23.7%
Professional Services	771,900	689,200	600,000	693,400	832,300	20.0%	38.7%
Fuel & Lubricants	-	-	-	-	-	0.0%	0.0%
Tires & Tubes	-	-	-	-	-	0.0%	0.0%
Materials & Supplies	36,400	49,600	75,000	67,800	74,100	9.3%	-1.2%
Utilities	900.00	2,400.00	7,000.00	3,600	4,800	33.3%	-31.4%
Insurance & Liability	-	-	-	-	-	0.0%	0.0%
Purchased Transportation	-	-	-	-	-	0.0%	0.0%
Rentals	-	-	-	-	-	0.0%	0.0%
Miscellaneous	51,800	50,600	201,600	80,900	169,600	109.6%	-15.9%
Total Non-Labor	861,000	791,800	883,600	845,700	1,080,800	27.8%	22.3%
Total Operating Expenses	1,387,900	1,521,800	1,733,500	1,735,400	2,131,900	22.8%	23.0%

2021 Major Accomplishments

1. Staffed 4 Key Management Roles:
 - Training & Performance Manager – Operations
 - Systems Supervision Manager
 - Operations Manager
 - Marketing & Communications Manager
2. Implemented Criteria pre-employment assessments measuring soft skills and technical skills
3. Implemented Spark Hire video-based virtual screening tool
4. Implemented phase 2 of BFT's Organizational Structure
5. Completed Salary survey and compensation structure updates
6. Ratified and implemented the Administrative Assistant's Collective Bargaining Agreement
7. Processed benefits and activities related to COVID:
 - 170 vaccination allowances
 - 92 COVID leaves
 - 32 positive cases requiring contact tracing and communications
8. Updated and implemented the BFT EEO Policy
9. Processed COLA adjustments for non-represented employees
10. Implemented Long Term Care insurance option for BFT employees
11. Implemented Employee Report of Injury & Employee Injury Investigation process
12. Launched Driven by Excellence program
13. Executed third Q12 Gallup Engagement Survey
14. Implemented HR Roundtable meetings
15. Opened Transit Supervisor Negotiations
16. Ratified and implemented Mechanics wages
17. Ratified and implemented DAR Driver & Collective Bargaining Agreement
18. Ratified and implemented Coach Operator Collective Bargaining Agreement
19. Updated New Employee Orientation presentation
20. Implemented New Management Orientation Program
21. Filled 100+ total vacancies as of October 31, 2021

2022 Goals

1. Implement leadership development training - (carry over from 2019)
2. Develop and implement BFT Project Management Training
3. Implement individual development plans in support of BFT's Succession Plan
4. Review/update/create identified personnel policies (continuous)
5. Implement BFT's "Extra Mile" Mentorship program

2022 Detailed Goals

- 1. Implement leadership development training – (carry over from 2020)**
 - a) Arrange for onsite delivery; ensure completion of training by Dec 31, 2022
 - b) Certify in-house trainers for ongoing training delivery
- 2. Develop and implement BFT Project Management Training**
 - a) Coordinate curriculum with external resources to incorporate BFT's programmatic activities such as CIP review and budgeting
 - b) Arrange for onsite delivery; ensure completion of training for identified participants by Dec 31, 2022
- 3. Implement individual development plans in support of BFT's Succession Plan**
 - a) Subject to specific needs and availability, address a minimum of one development opportunity through internal or external means for each high-potential plan participant

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- 4. Review/update/create identified personnel policies (carry over from 2021 - continuous)**
 - a) Update Complaint Procedure, Recruiting/Selection/Policy, Training Policy, Performance Management/Corrective Actions

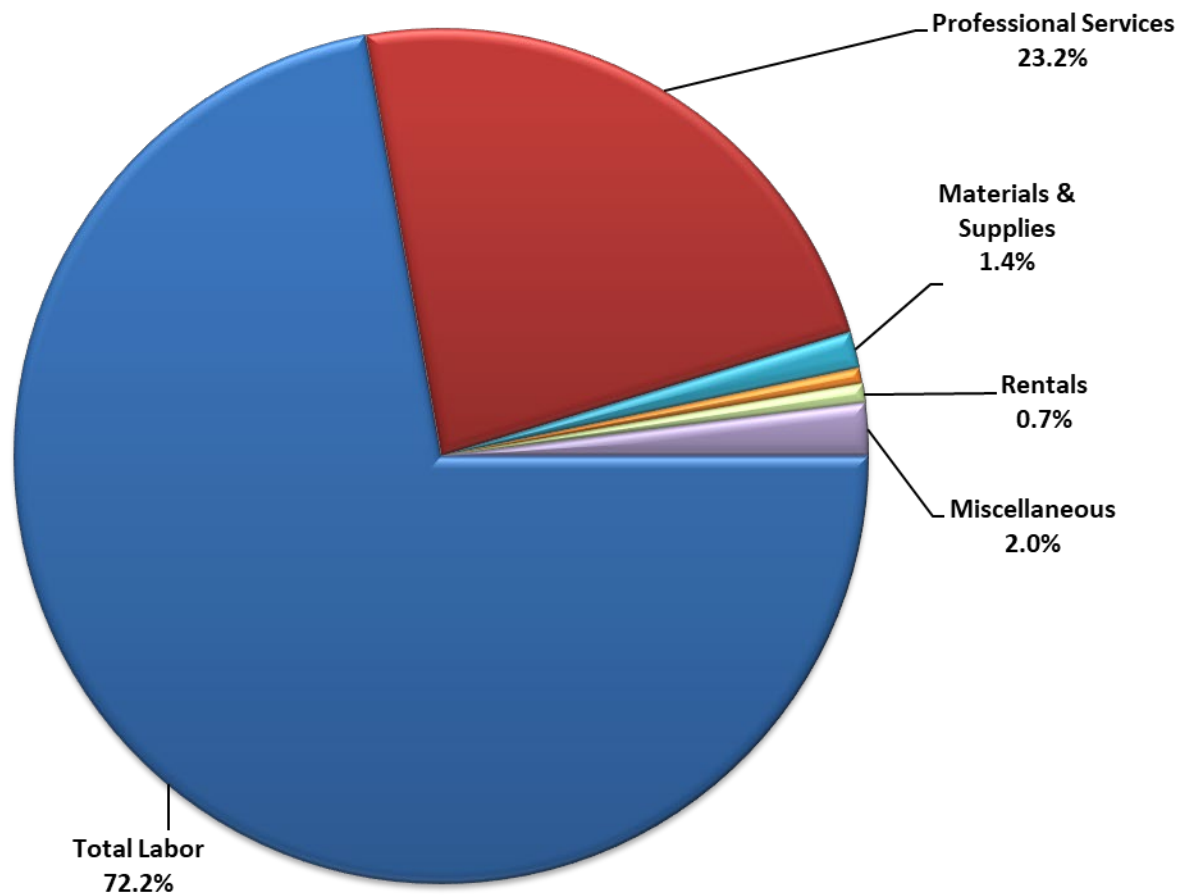
 - 5. Implement BFT's "Extra Mile" Mentorship program**
 - a) Develop, coach and mentor one bargaining unit employee to prepare them for a future administrative placement within the Agency
-

Marketing and Communications Department

The Marketing and Communications Department consists of two functions: customer service and marketing. Customer Service is responsible for covering the BFT main phone line, answering service questions such as routing information, detours, service alerts, and route changes. They are also responsible for lost and found, transit pass sales, and ADA assessments for Dial-A-Ride and support with community events. Marketing responsibilities consist of community events and outreach, media relations, internal communications such as flyers, electronic displays, e-newsletter, etc. Marketing is also responsible for advertising and external communications which includes social media and route signage.

Marketing and Communications Department	
Department	Department Name
66	Customer Service
67	Marketing





Expense	2019 Actuals	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2021F to 2022B Var %	2021B to 2022B Var %
Salaries & Wages	391,500	703,100	877,400	682,200	1,197,700	75.6%	36.5%
Employee Benefits	242,700	414,700	531,500	386,900	680,500	75.9%	28.0%
Total Labor	634,200	1,117,800	1,408,900	1,069,100	1,878,200	75.7%	33.3%
Professional Services	616,200	153,400	637,000	299,300	602,600	101.3%	-5.4%
Fuel & Lubricants	-	-	-	-	-	0.0%	0.0%
Tires & Tubes	-	-	-	-	-	0.0%	0.0%
Materials & Supplies	9,400	12,100	28,200	4,100	36,000	778.0%	27.7%
Utilities	2,900	12,900	16,100	15,000	15,500	3.3%	-3.7%
Insurance & Liability	-	-	-	-	-	0.0%	0.0%
Purchased Transportation	-	-	-	-	-	0.0%	0.0%
Rentals	3,400	12,700	45,300	43,000	19,500	-54.7%	-57.0%
Miscellaneous	27,600	19,600	46,900	7,300	51,100	600.0%	9.0%
Total Non-Labor	659,500	210,700	773,500	368,700	724,700	96.6%	-6.3%
Total Operating Expenses	1,293,700	1,328,500	2,182,400	1,437,800	2,602,900	81.0%	19.3%

2021 Major Accomplishments

1. Continue comprehensive community outreach to key demographics.
2. Establish and update branded templates for use agency wide.
3. Complete renovations to Three Rivers Transit Center to support service model with improved safety – This goal was delayed due to Covid-19 and the resulting impact on operations within BFT.
4. Re-establish travel training opportunities with enhanced safety and use of virtual methods in mind – This goal was delayed due to Covid-19 restrictions on in-person training.
5. Pursue two key brand enhancement initiatives.
6. Made key hires to support expanded bandwidth demand, promote continuity, safety, and customer education – Initiated contact with Human Resources (August 2020) to begin recruitment of temporary workers to focus on marketing and communications work arising from Covid-19; hiring of new Marketing and Communications Manager (April 2021); hiring of Customer Service Supervisor (April 2021); brought on an Interim Director of Marketing and Communications (August 2021), and a new, permanent Director of Marketing and Communications (October/November 2021).
7. Developed and Implemented changes to streamline pass and ticket outlet processing, deliveries, and invoicing to increase efficiency and minimize physical contact risks.

2022 Goals

1. New website made operational. Refreshment of information on website scheduled for occur on weekly basis. Data analytics will be collected on how site is being utilized by visitors.
2. Smartsheet usage extended to include all projects/tasks within Marketing & Communications. Dashboard and other features to come on-line during 2022.
3. Creation of “How To” video resource library (covering riding fundamentals and new services)
4. Creation/Implementation of enhanced internal communications plan.
5. Increase Transit Ridership and Pass Sales.
6. Complete renovations to Three Rivers Transit Center to support service model with improved safety.
7. Enhance Professional Skills and Employee Engagement.
8. Re-establish travel training opportunities with enhanced safety and use of virtual methods in mind
9. Increase and Promote Health and Safety Awareness – Develop and maintain Department Specific Safety protocols /practices to promote personal and department wellness.
10. Implementation of new, more effective, communication tools for routes, schedules, and other critical rider information.
11. Re-fill three (3) currently vacant positions with one new Marketing Specialist and two (2) Community Outreach specialists.

2022 Detailed Goals

1. New website will become operational with focused marketing effort to inform/guide public of new features and services available on website by end of Q1-2022. Enhanced user data analytics to be collected on a continuous basis and made available to General Manager/Board of Directors, employees, and public to help guide further enhancements to site by end of Q2-2022.
2. Smartsheet is a project management and collaboration tool that will enable Marketing & Communication to coordinate and share data, track progress/congestion points, and monitor workload balancing among employees. Full implementation will require data entry for all projects and work tasks by end of Q2-2022, dashboard implementation by end of Q3-2022.
3. Using a combination of internal resources augmented by outside contractors, produce a series of video programs that can be used for training new BFT employees and/or exiting employees regarding BFT priorities/issues or for educating riders or the public about services provided by BFT and how they can better access those services.
4. New internal service plan to focus on services needed by internal BFT customers focusing on Brand enhancement, service delivery to internal and external customers, BFT “story-telling,” and MarCom

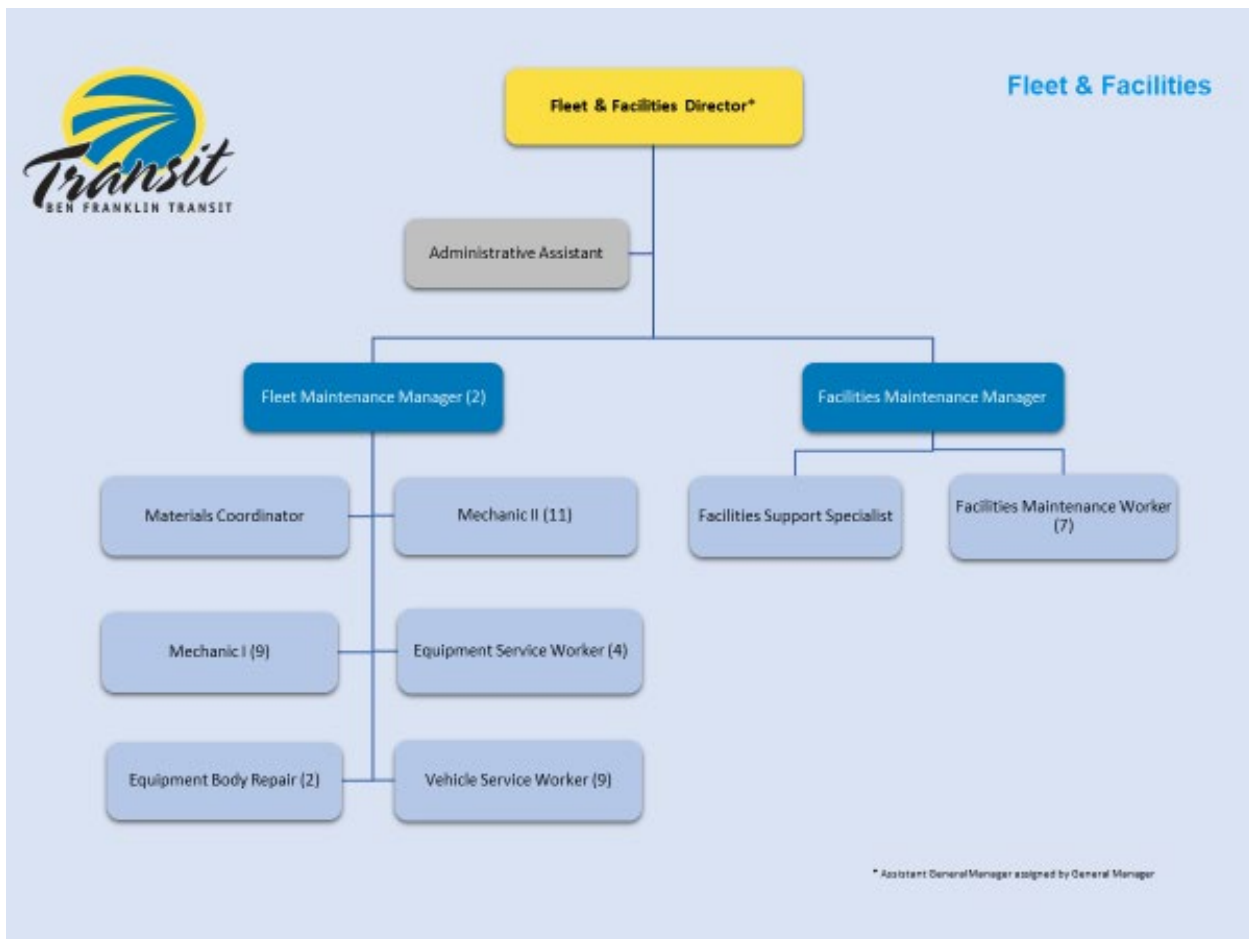
workload balancing to permit MarCom more efficiently and effectively deliver quality and timely products and services to our clients.

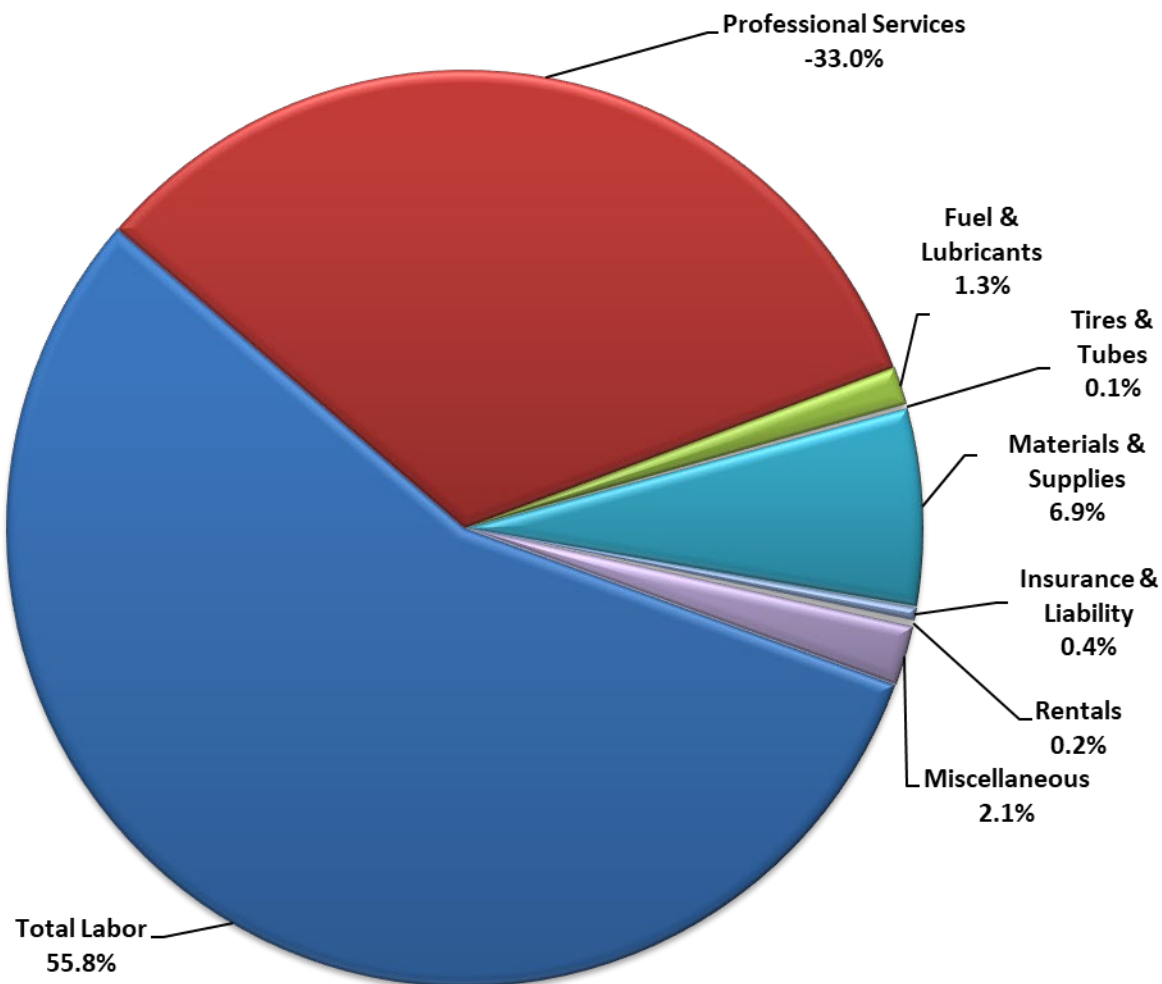
5. Fully implement and successfully manage the new Sales Outlet Procedures and Protocols while promoting/ increasing on-line sales to the community through the BFT website, social medias, while on routing calls and to walk-in sales.
6. Complete renovations to Three Rivers Transit Center
 - a. With appropriate internal partners, oversee the completion of approved capital improvements to Three Rivers Transit Center to add needed parking and improve safety and security, efficiency of customer transactions, and effectiveness of space utilization for multiple designated functions by end of year (pending identification of contractor and actual proposed timeline).
 - b. Interim activities pending remodel: Promote a healthier/ergonomic work environment with the acquisition of new chairs and other office equipment. Upgrade communication device (Radio) used to obtain real time driver and route activities and service interruptions. Increase safety and support provided to Three Rivers Customer Service. Example: cost-effective "Panic Button" and/or a quick front door "lock down" system(s).
7. Provide at least 1 Individualized Training Opportunity directly related to each Customer Service Representatives specific work responsibilities and 1 additional Team Inclusive activity to increase skills, abilities, and engagement.
8. Re-establish travel training opportunities with enhanced safety and use of virtual methods in mind upon the hire of the ADA Liaison and Travel Trainer.
9. Develop and maintain Department Specific Safety protocols /practices to promote personal and department wellness and Increase and Promote Health and Safety Awareness.
10. Research and design new, more effective tools and services to communicate to the public and our ridership regarding routes, schedules, and other critical information needed/wanted by our ridership. Create targeted marketing and communication pieces to address ridership demographics regarding BFT services.
11. 11. Filling of the three currently vacant positions of one Marketing Specialist and two (2) Community Outreach Specialists will allow BFT to increase participation in community events by approximately 30% - 40% beyond current resource limits as well as producing more targeted marketing and information pieces designed to address the changing needs of current and prospective transit customers for BFT services.

Maintenance Department

The Fleet, Facilities, and Capital Projects Department is responsible for managing the fleet and facilities functions. This department is responsible for maintaining and repairing the fleet of revenue and non-revenue vehicles. They are also responsible for maintaining and repairing all facilities and bus stops. There are currently 65 buses, 3 trolleys, 109 Dial-A-Ride vehicles, 262 vanpool vans, and 13 CONNECT vans at BFT. The fleet operates seven days a week.

Fleet, Facilities, and Capital Projects Department	
Department	Department Name
50	Maintenance Administration
51	Maintenance Fleet
59	Maintenance Facilities





Expense	2019 Actuals	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2021F to 2022B Var %	2021B to 2022B Var %
Salaries & Wages	2,115,200	2,219,400	2,640,900	2,598,500	3,121,500	20.1%	18.2%
Employee Benefits	1,269,400	1,401,200	1,452,600	1,471,900	1,693,654	15.1%	16.6%
Total Labor	3,384,600	3,620,600	4,093,500	4,070,400	4,815,154	18.3%	17.6%
Professional Services	(2,038,400)	(2,255,400)	(2,353,400)	(2,584,200)	(2,848,600)	10.2%	21.0%
Fuel & Lubricants	51,200	51,300	44,500	104,100	115,800	11.2%	160.2%
Tires & Tubes	11,700	6,200	7,500	10,300	12,500	21.4%	66.7%
Materials & Supplies	381,200	424,600	541,500	334,200	596,500	78.5%	10.2%
Utilities	5,100	5,200	5,000	6,800	6,500	-4.4%	30.0%
Insurance & Liability	26,500	32,300	38,400	37,100	38,600	4.0%	0.5%
Purchased Transportation	-	-	-	-	-	0.0%	0.0%
Rentals	26,300	8,900	16,700	13,200	20,800	57.6%	24.6%
Miscellaneous	54,700	22,500	192,200	24,200	180,600	646.3%	-6.0%
Total Non-Labor	(1,481,700)	(1,704,400)	(1,507,600)	(2,054,300)	(1,877,300)	-8.6%	24.5%
Total Operating Expenses	1,902,900	1,916,200	2,585,900	2,016,100	2,937,854	45.7%	13.6%

2021 Major Accomplishments

1. No safety related accidents.
2. Continued to upgrade tools as needed.
3. Start of design of the shop HVAC system since current system is outside state of good repair.
4. Procured new heavy -duty facilities vehicle.

2022 Goals

1. Continue safety training programs with all maintenance personnel.
2. Receive and incorporate nine new fixed route vehicles and adjust fleet size as appropriate.
3. Complete facility assessment for conversion to electric vehicles with consultant and develop implementation plan.
4. Take delivery of heavy-duty facilities response/repair vehicle.
5. Asset Management software to be at 100% implemented by facilities.

2022 Detailed Goals

1. Reinstate Monthly Safety training that has suspended by Covid meeting restrictions.
2. Purchase and replace high mileage fixed route vehicles to provide riders with safer and more efficient service.
3. Utilize information from consultant to incorporate alternative fuel (Electric) vehicle charging into base expansion plans.
4. Asset Management software will continue to be updated to ensure all BFT assets are incorporated into a preventative maintenance program to meet all requirements of the TAM plan.

Planning Department

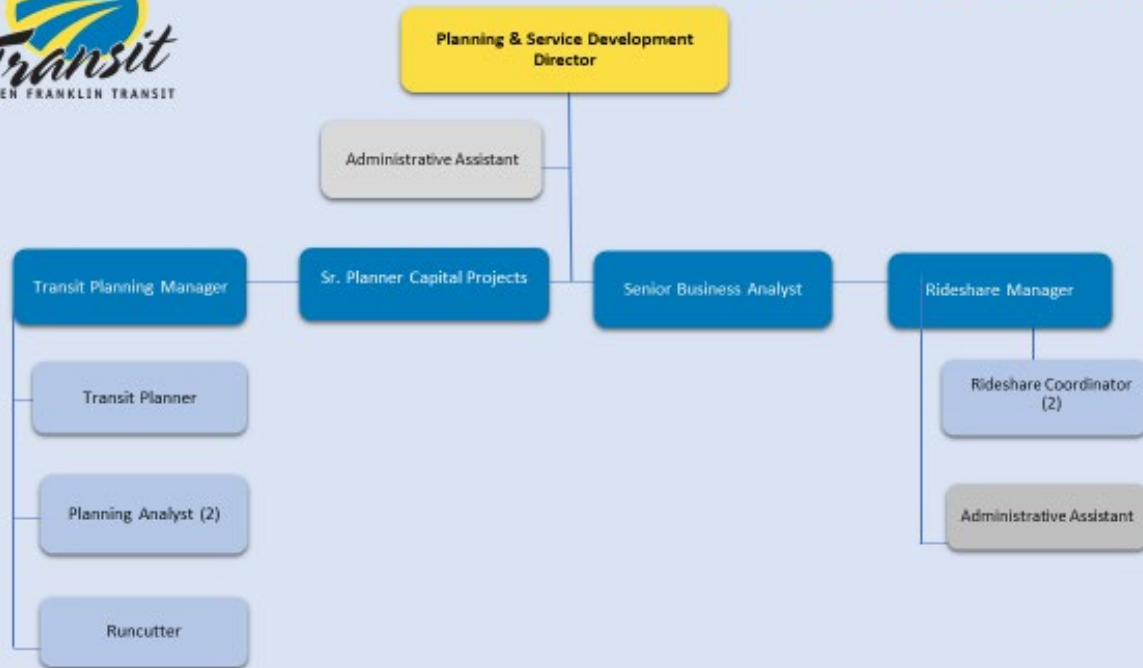
The Planning and Service Development Department consists of five major functions: fixed-route service planning and scheduling, contracted services oversight, vanpool and rideshare program administration, data analysis and reporting, and capital project delivery.

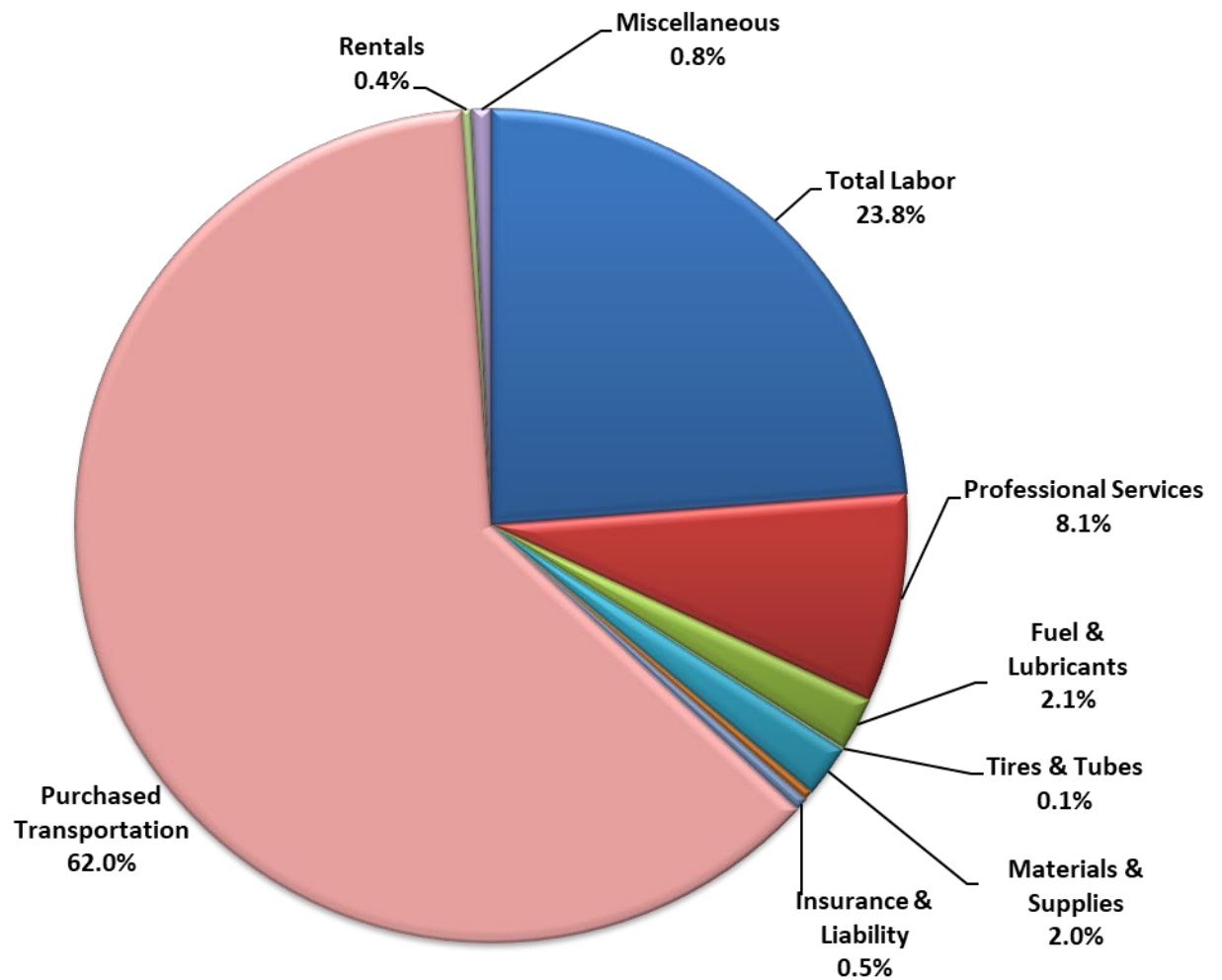
- Service planning and scheduling includes route design for fixed-route route alignments, service frequency, and route scheduling. Service planning staff also lead service-related studies, such as the ongoing WSDOT-funded Prosser/Benton City Service Analysis.
- Contracted services oversight includes developing scopes of work, assisting with contract procurement, and leading oversight of contracted service operators, such as Via (first-mile/last-mile on-demand service) and The Arc (specialized ADA paratransit service).
- The vanpool and rideshare program includes matching users to existing vanpool groups, supporting the formation of new vanpool groups, rideshare software oversight, and vanpool fleet oversight, operations, maintenance, and insurance. The department also oversees the community van and van-me-down programs. Under an expanded commute options program funded through the Department of Ecology, an expanded rideshare program includes support for commuter carpools and active transportation and with quarterly emissions reduction reporting.
- Data analysis and reporting includes weekly COVID-19 updates on ridership recovery, quarterly ridership performance reporting, reporting to the National Transit Database (NTD) and related audits, Title VI program updates and compliance reporting, and the FTA Triennial Review. This function responds to a range of internal and external stakeholder and public requests related to historical ridership and ridership forecasts, service productivity, and data required for service analyses.
- Capital project delivery includes project, asset, and construction management for BFT's ongoing ADA compliant bus stop improvement program and planning, design, land acquisition, environmental permitting, and construction management for BFT's transit center renovations, new transit centers, and administrative facilities. For those projects with state or federal grant funding, this function includes submittal of quarterly grant progress reports.

Planning and Service Development Department	
Department	Department Name
41	Van Pool Administration
42	Van Pool Maintenance
44	Community Van Program
63	Purchased Transportation
64	Planning and Service Development



Planning & Service Development





Expense	2019 Actuals	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2021F to 2022B Var %	2021B to 2022B Var %
Salaries & Wages	332,600	437,200	564,600	541,200	755,500	39.6%	33.8%
Employee Benefits	181,400	225,300	309,900	249,100	376,700	51.2%	21.6%
Total Labor	514,000	662,500	874,500	790,300	1,132,200	43.3%	29.5%
Professional Services	220,700	156,800	428,700	85,600	385,200	350.0%	-10.1%
Fuel & Lubricants	77,200	13,100	25,200	30,600	98,605	222.2%	291.3%
Tires & Tubes	-	-	3,000	-	3,000	0.0%	0.0%
Materials & Supplies	72,200	89,700	115,200	96,800	96,400	-0.4%	-16.3%
Utilities	2,700	14,100	14,600	16,500	17,000	3.0%	16.4%
Insurance & Liability	28,400	37,000	37,500	25,100	24,200	-3.6%	-35.5%
Purchased Transportation	1,073,000	571,900	3,350,000	952,900	2,950,000	209.6%	-11.9%
Rentals	200	11,600	49,500	42,700	17,100	-60.0%	-65.5%
Miscellaneous	13,200	13,600	33,900	19,700	36,200	83.8%	6.8%
Total Non-Labor	1,487,600	907,800	4,057,600	1,269,900	3,627,705	185.7%	-10.6%
Total Operating Expenses	2,001,600	1,570,300	4,932,100	2,060,200	4,759,905	131.0%	-3.5%

2021 Major Accomplishments

1. Q1: Adopted Annual Service Plan (ASP) Process and Policy and implemented the first Modified Annual Service Plan for 2021 under the new framework. Summer service changes added one new route and frequencies on several other routes in Q2. Implement Sunday service in Q3.
2. Q1: Achieved NEPA and FTA approval for the Expansion Building (Ops Building replacement) and initiated final building design. 100% design completion in Q4.
3. Q1: Awarded WSDOT grant to support the comprehensive planning evaluation of Prosser and Benton City services. Initiated "Community Engagement" in Q2. Drafted new services in new ASP framework in Q4.
4. Q1: initiated site selection of Downtown Pasco Transit Hub & West Pasco Transit Hub. Environmental and displacement challenges worked through by Q3. West Pasco Transit Hub land acquisition in Q4.
5. Q1: presented the 2020 Q12 review and developed 2021 action plan; followed through in Q2-Q4.
6. Q1 - Q2: completed 24 new shelter pad construction at improved bus stops using BFT's new design standards (fully ADA compliant). Plus 7 sites in Q3-4. Initiated follow-on IFB for 2022-2023 construction. Completed the bus stop sign design standards project in Q4.
7. Q1 - Q2: minor pandemic-related modifications made to CONNECT. Implemented allowable modified capacity increases in Q3. Resume other "normal" (non-pandemic) CONNECT service in Q3 and Q4.
8. Q2: completed Queensgate Village Transit Hub final design and ROW acquisition in Q3.
9. Q2: implemented new Frequent Service Corridor "METRO" routes 1 and 3.
10. Q3: Board approved annual Transit Development Plan (TDP), which was submitted to BFCG and WSDOT.
11. Q1-Q4: completed compliance activities, including: NTD reporting, Title VI, ADA accommodation, Human Service/Public Transportation coordination, and Charter reporting.
12. Q4: Adopt the 2022 Annual Service Plan (ASP).

2022 Goals

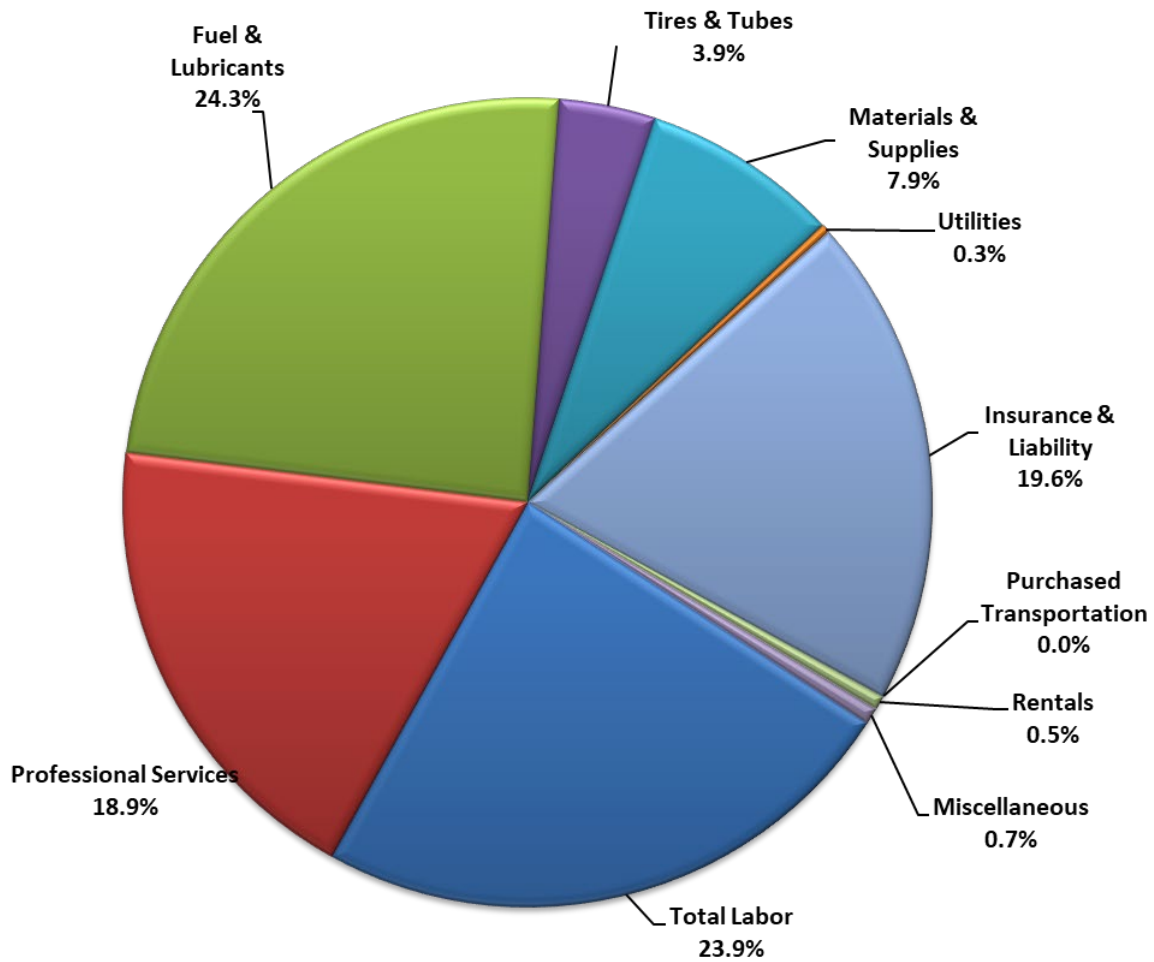
1. Q1: complete Queensgate Village Transit Hub bid documents. Initiate construction of in Q2, with completion expected by mid-2023.
2. Q1: approve concrete construction and amenities installation contracts for up-to 50 bus stop improvements in 2022, with option for an additional 50 in 2023. Obtain private landowner agreements.
3. Q1: procure new signage and install on METRO routes 1 and 3 and for all routes at transit centers Q2-Q3
4. Q1-Q3: implement the 2022 Annual Service Plan (ASP) as planned throughout the year.
5. Q3: Assist Fare Study with recommendations for BFT pass program for schools.
6. Q4: complete 30% design, all permitting, and land acquisition for the Downtown Pasco Transit Hub.
7. Q4: complete 30% design, all permitting, and land acquisition for the West Pasco Transit Hub.
8. Q1-Q4: completed compliance activities, including: NTD reporting, Title VI, ADA accommodation, Human Service/Public Transportation coordination, and Charter reporting.
9. Q4: Triennial Review – check if 2022 or 2023 – clearly separate planning responsibility.
10. Q1-Q4: achieve measurable improvements in Q12 and Gallup Employee Satisfaction Surveys.
11. Q4: Adopt the 2023 Annual Service Plan (ASP).

2022 Detailed Goals

1. Frequent Corridor Service infrastructure and branding (also applies to Route #268+225 = Route #2).
 - a. Bus stop spacing/locations approved; designs prepared for standard site construction. Ensure that the contract has adequate funding approval to cover the work on some of the more difficult sites.
 - b. Redesign local bus service and make CONNECT more seamless - to feed the frequent routes at key transfer points and transit hubs.
 - c. Hire run-cutter with strong Operational Software experience?
2. BFT on-going Bus Stop Improvement Program.

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- a. Issue work orders for concrete construction and installation of amenities based on Manual.
 - b. BFT's consulting engineer prepares custom designs as needed.
 - c. Add a contract position to assist with project management, i.e. site inspection/punch list etc.
 - d. Branding and Marketing Plan, which includes Bus Stop Design Standards – work with Mindy.
 3. Queensgate Transit Hub design.
 - a. Prepare final Architectural and Landscape Design for structures, platforms, and layover areas. Separate plans for bike facility
 - b. Detailed engineering design for power supply to fast charge buses, dependent on Electric Bus procurement specifications.
 - c. Permits and Approvals.
 4. Downtown Pasco Transit Hub design
 - a. Interlocal agreement signed with the City of Pasco plus public/private partnership to turn the new hub into a community activity node.
 5. West Pasco Transit Hub.
 - a. Siting requirements.
 - b. Alternative analysis for West Pasco Maintenance Facility if federally funded.
 6. Prosser & Benton City Transit Service Improvements
 - a. Consultant recommends service delivery models that have succeeded in towns of similar size and character to that of Benton City and Prosser.
 - b. Steering team vets and prioritizes service concepts.
 - c. Development plan; with financial plan and action plan for step-by-step implementation.
 7. FTA compliance activities: prepare sampling procedures and surveys for 2022 NTD reporting, complete Title VI review with rider survey and updated demographic analysis, ADA accommodation, and report Charter Services quarterly.
 8. Participate in WSDOT led Consolidated Human Service/Public Transportation Plan of 2022 and complete the annual Transit Development Plan (TDP) and submit to BFCG and WSDOT.
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Vanpool



Expense	2019 Actuals	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2021F to 2022B Var %	2021B to 2022B Var %
Salaries & Wages	230,000	198,700	242,100	175,700	268,600	52.9%	10.9%
Employee Benefits	134,300	136,000	126,100	78,500	132,600	68.9%	5.2%
Total Labor	364,300	334,700	368,200	254,200	401,200	57.8%	9.0%
Professional Services	410,300	305,000	393,100	269,500	317,800	17.9%	-19.2%
Fuel & Lubricants	519,800	170,200	328,400	189,400	407,800	115.3%	24.2%
Tires & Tubes	107,200	64,700	110,000	34,100	65,000	90.6%	-40.9%
Materials & Supplies	122,400	98,500	130,600	75,600	133,200	76.2%	2.0%
Utilities	1,900	6,000	6,600	6,100	5,600	-8.2%	-15.2%
Insurance & Liability	420,200	437,700	335,100	343,100	329,200	-4.1%	-1.8%
Purchased Transportation	-	-	-	-	-	0.0%	0.0%
Rentals	3,800	7,600	19,700	17,400	9,200	-47.1%	-53.3%
Miscellaneous	3,700	1,000	8,500	2,500	11,200	348.0%	31.8%
Total Non-Labor	1,589,300	1,090,700	1,332,000	937,700	1,279,000	36.4%	-4.0%
Total Operating Expenses	1,953,600	1,425,400	1,700,200	1,191,900	1,680,200	41.0%	-1.2%

2021 Major Accomplishments

1. Assigned and provided online driver refresher training for 45 Vanpool drivers.
2. Began work with consultant on agency fare study to help grow Vanpool in a Post-Pandemic environment.
3. Increased the number of Vanpool groups in service from 76 to 83 in an environment not conducive to ridesharing when employers are discouraging Vanpool and carpooling during the pandemic.

2022 Goals

1. Continue safe driver awareness by identifying and assigning online driver training to drivers who have not had training in the past 5 years following the WSTIP Vanpool Best Practices.
2. Develop a program recovery plan for post-pandemic Vanpool Operation.
3. Evaluate and develop an appropriate farebox recovery model and simplify the fare structure for Vanpool.
4. Evaluate whether BFT CONNECT can provide a first-mile/last-mile option for Vanpool access to relieve pressure for park-and-ride capacity.

2022 Detailed Goals

1. Continue safe driver awareness by identifying and assigning online driver training to drivers who have not had training in the past 5 years following the WSTIP Best Practices.
 - a. Identify drivers that need refresher training.
 - b. Assign and schedule drivers for online training.
2. Develop a program recovery plan for post-pandemic Vanpool Operation.
 - a. Utilize updated state RCW lowering the minimum number of participants required in a Vanpool, a minimum of 3 is required.
 - b. Focus on creating Vanpool options within the city limits, a short commute Vanpool.
3. Evaluate and develop an appropriate farebox recovery model and simplify the fare structure for Vanpool.
 - a. Work with the consultant on the agency fare study to update Vanpool fare structure.
 - i. Look at other Vanpool programs that have gone to a fixed cost Vanpool fare.
4. Evaluate whether BFT CONNECT can provide a first-mile/last-mile option for Vanpool access to relieve pressure for park-and-ride capacity.

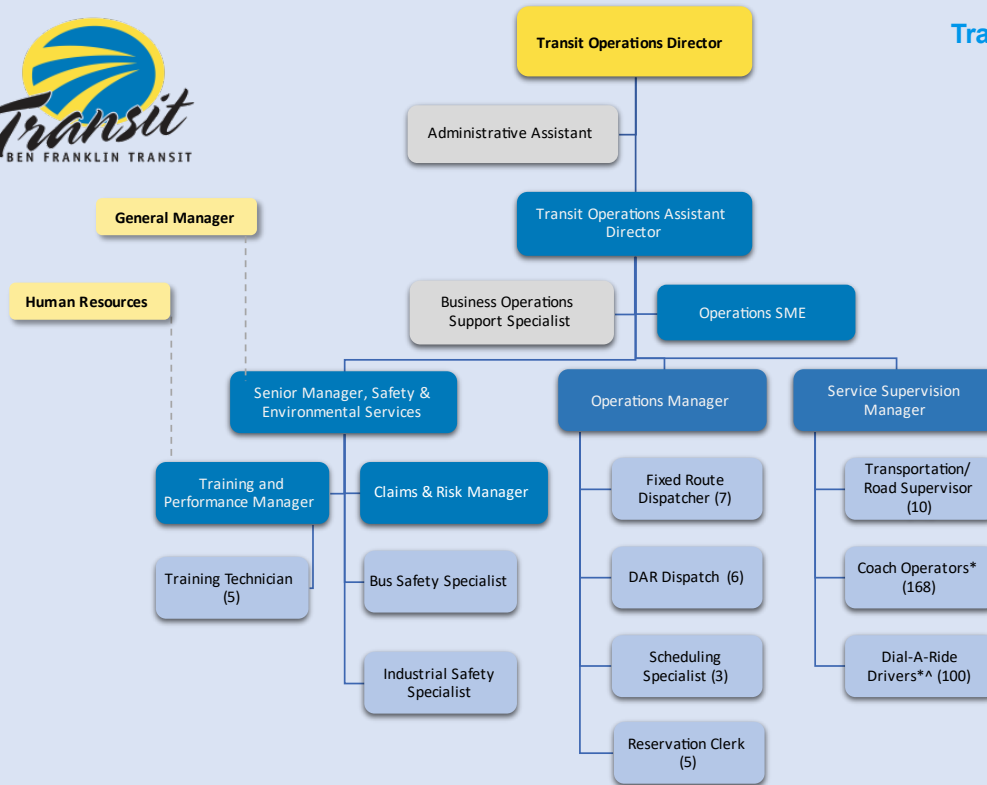
Operations Department

The Transit Operations Department consists of five functional areas. These areas are fixed route, Prosser service, Dial-A-Ride (DAR), safety and security, and training. This department oversees all administration, operations and service supervision, and maintenance. Responsibilities of the Operations Department consist of bus and DAR service management such as scheduling, route monitoring, communication center, booking trips, and efficiencies; on-road management such as detours, monitor OTP, special events, passenger management, general demand, and route management; and activities that are associated with maintaining and repairing BFT vehicles that are allocated from the Maintenance Fleet such as labor and parts as well as other costs like fuel, tires, outside repairs, etc. The Operations Department also oversees the agency-wide safety and security programs that includes SMS, EPP, fire safety, bus safety, industrial safety, risk management, safety promotion, OSHA, WISHA, insurance claims, and adjustments. Operations Training is also a responsibility of the Operations Department and consists of new hire training, RTD, refresher training, CPR, and CDL training.

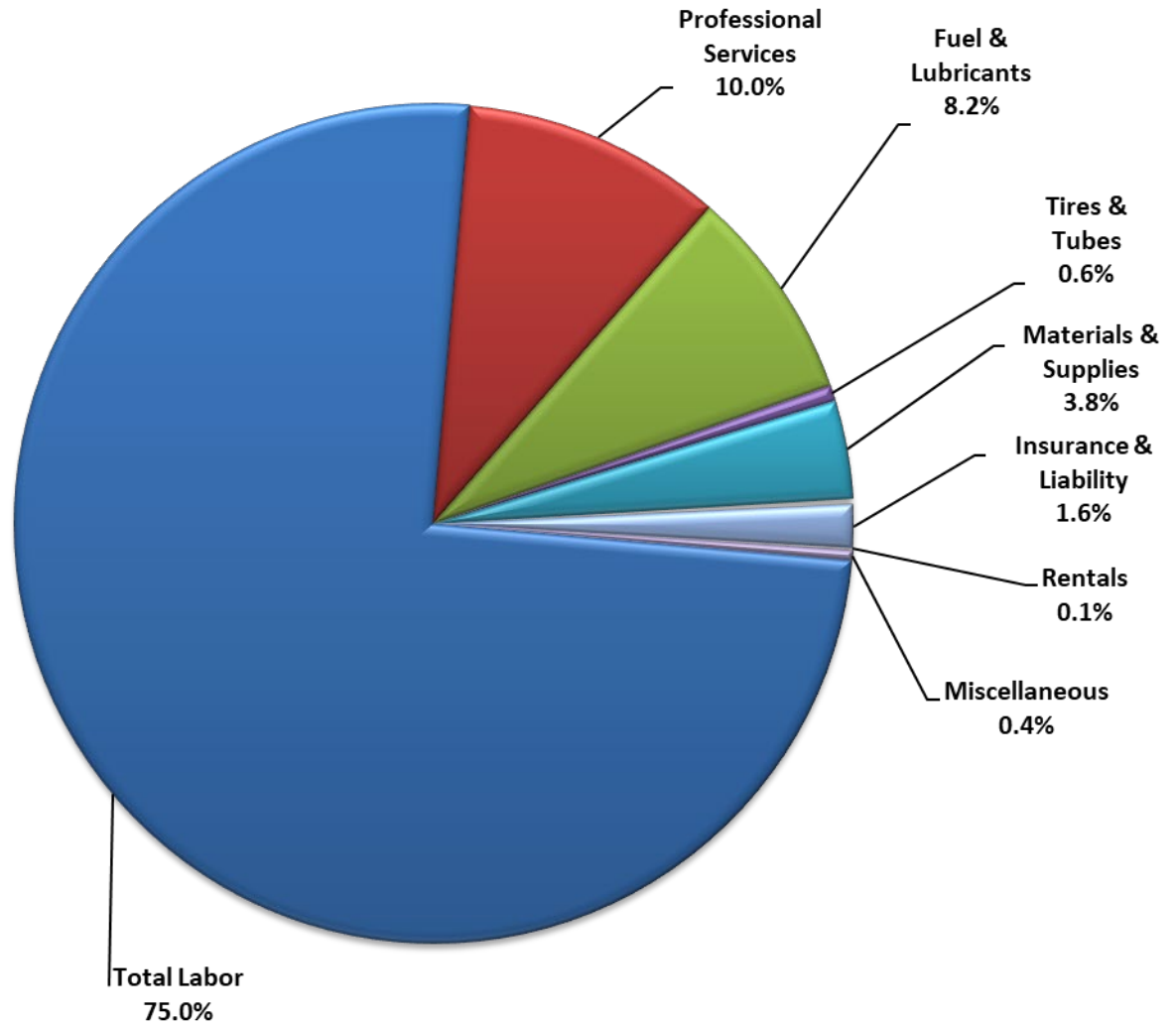
Transit Operations Department	
Department	Department Name
11	Fixed Route Administration
12	Fixed Route Operations/Service Supervision
13	Fixed Route Maintenance
17	Prosser Service Supervision
21	DAR Administration
22	DAR Operations/Service Supervision
23	DAR Maintenance
68	Safety & Security
69	Training



Transit Operations



*Includes parttime and full-time positions
^ Includes Prosser Drivers



Expense	2019 Actuals	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2021F to 2022B Var %	2021B to 2022B Var %
Salaries & Wages	11,576,100	11,416,700	13,335,700	12,528,200	17,444,800	39.2%	30.8%
Employee Benefits	7,849,300	8,381,400	8,780,500	7,220,000	9,994,525	38.4%	13.8%
Total Labor	19,425,400	19,798,100	22,116,200	19,748,200	27,439,325	38.9%	24.1%
Professional Services	2,513,000	2,885,200	3,095,600	2,875,600	3,662,200	27.4%	18.3%
Fuel & Lubricants	2,000,400	1,160,300	1,892,600	2,071,900	3,017,100	45.6%	59.4%
Tires & Tubes	211,100	147,400	211,500	173,800	219,900	26.5%	4.0%
Materials & Supplies	1,450,300	1,429,400	1,429,400	1,363,400	1,385,000	1.6%	-3.1%
Utilities	17,200	76,600	74,100	67,700	81,000	19.6%	9.3%
Insurance & Liability	512,700	647,100	589,300	535,500	596,900	11.5%	1.3%
Purchased Transportation	-	-	-	-	-	0.0%	0.0%
Rentals	20,600	23,400	53,400	45,000	33,800	-24.9%	-36.7%
Miscellaneous	60,300	12,500	95,000	7,300	146,100	1901.4%	53.8%
Total Non-Labor	6,785,600	6,381,900	7,440,900	7,140,200	9,142,000	28.0%	22.9%
Total Operating Expenses	26,211,000	26,180,000	29,557,100	26,888,400	36,581,325	36.0%	23.8%

2021 Major Accomplishments

1. 100% of Drivers and Operators receive refresher training by the end 2021. – Ongoing
2. 100% of Drivers and Operators receive one onboard Observation, field observation, and performance evaluation. – Ongoing
3. Major preventable accidents at less than .75 per 100,000 miles. - Ongoing
4. Implement new technologies and software's to increase productivity, accountability, and responsibility. Research Operational Software options and other software applications. Pass & TripSpark Updates, Ranger Updates, Everbridge, Ops Software search has begun, Operations database) -Ongoing
5. Continue the implantation of the PTASP and SMS. – Ongoing
6. Expand the recently created Ops Recognition Program. – Ongoing
7. Successfully Completed the Operations Q-12 Action Plan
8. Successfully negotiated 2 operational contracts
9. Created work opportunities for all operations employees displaced due to limited ridership
10. Successfully ran operations with minimal interruptions of service during the pandemic and a lack of fixed route operators
11. Successfully implementation of Sunday Service and the Frequency corridors
12. Created and hired the first Operations Manager and Service Supervisor Manager

2022 Goals

1. Finalize and implement new Procedure Manuals for Operators, Drivers, Dispatchers, Supervisors, Schedulers, Reservationists and Implement new Training Technician Class Schedule
2. 100% of Drivers, Operators and all Operation employees receive refresher training
3. 100% of Drivers receive at least one onboard observation, field observation, and performance evaluation
4. Major preventable accidents at less than .75 per 100,000 miles.
5. Implement new technologies, Training Simulator, and software's to increase productivity, accountability, and responsibility.
6. Continue the implementation of the PTASP and SMS including FTA annual review and approval.
7. Provide bi-monthly safety round table meetings (Drivers/Operators/maintenance personnel) for safety sensitive employees performance improvement.

2022 Detailed Goals

1. Finalize and implement new Procedure Manuals for Operators, Drivers, Dispatchers, Supervisors, Schedulers, Reservationists and Implement new Training Technician Class Schedule
 - a. Complete restructure of training program curriculum beginning late 2021 completion fall 2022
 - b. Under HR view and awaiting ratification of new CBAs to update any necessary language.
2. 100% of Drivers, Operators and all Operation employees receive refresher training
3. 100% of Drivers receive at least one onboard observation, field observation, and performance evaluation
 - a. Onboard assessment includes operation of vehicle, fare collection, customer service, securements, and route knowledge.
 - b. Field observation includes supervisor assessment of operation in traffic, adherence to vehicle regulations, etc.
 - c. Performance evaluation includes review with employee of safety, customer service and attendance record.
4. Major preventable accidents at less than .75 per 100,000 miles.
5. Implement new technologies, Training Simulator, and software's to increase productivity, accountability, and responsibility.
 - a. Complete Procurement of Operational Software

-
- b. Complete in-depth training of all applicable staff
 - 6. Continue the implementation of the PTASP and SMS including FTA annual review and approval.
 - 7. Provide bi-monthly safety round table meetings (Drivers/Operators/maintenance personnel) for safety sensitive employees performance improvement.
-

Safety & Security Department

2021 Major Accomplishments

1. Developed programs for Hazard Communication, LOTO and PPE
2. Sustained major preventable accidents at less than .75 accidents per 100,000 miles - Ongoing
3. Set Safety Performance Targets for 2021 PTASP -
4. Implement a new safety award program - Ongoing
5. Procured storage container for inventory control of BFT personal protective equipment
6. Procured vehicle rooftop snow remover to reduce liability when vehicles leave the yard during inclement weather
7. Created multiple SOPs for cleaning & disinfecting process
8. Successfully trained several DAR drivers to the OSHA & WISHA standards on vehicle disinfection during the pandemic
9. Implement phase 1.5 (Employee Safety Reporting Program - ESRP) & 2.0 (Safety Risk Management) of the PTASP - Ongoing
10. Implement MOA safety and security improvements – Ongoing
11. Procured backup camera for the entire Dial-A-Ride fleet

2022 Goals

1. Comprehensive Review the PTSAP to determine if any updates are needed and implement recommended changes.
2. Develop a plan for Transit Security Safety
3. Site Visit and Training.
4. Improve agency wide safety through periodic ride and route checks, transit centers and all facility safety inspections.

2022 Detailed Goals

1. Comprehensive Review the PTSAP to determine if any updates are needed and implement recommended changes.
 - a. Communication of the ESRP to all BFT staff
 - b. Train on the use of the ESRP to all BFT staff
 - c. Develop and implement a pilot program (using Maintenance and Ops employees) for the ESRP
 - d. Train administrator on the use of ESRP
 - e. Implement the ESRP for all BFT staff
 - f. Train SMS leadership on hazard identification, use of safety risk assessment, use of SRM log, and training on Safety Risk Mitigation
2. Develop a plan for Transit Security Safety
3. Site Visit and Training
 - a. A minimum of 16 hours of training for all Safety Department staff to include a site visit to another transit agencies to review their safety department and processes.
4. Improve agency wide safety through periodic ride and route checks, transit centers and all facility safety inspections.
 - a. Each member of the safety department we conduct a minimum of 1 route check, transit center safety audit, and a safety audit for each BFT building and property each month.

Operations Training Department

2021 Major Accomplishments

1. Integrate State-of-the-Art Training Technology to current BFT Operations Training & Performance platforms including various transit and regulatory eLearning applications, in-house video production, pod casts, use of electronic driver assessments, and the use of tablet.
2. Hire 2 Training Technicians
3. Quarterly analysis of key performance indicators such as safety, customer service, Operator feedback to assist Operations Training & Performance in identifying performance gaps and implementing effective training solutions
4. ## successfully trained Operators
5. Transitioned the classroom training for a paper format to a digital on-line format.
6. Quarterly analysis of key performance indicators such as safety, customer service, Operator feedback to assist Operations Training & Performance in identifying performance gaps and implementing effective training solutions
7. Enlist best practices of implementing a BFT Transit Mentoring Program

2022 Goals

1. Complete restructure of training program curriculum beginning late 2021 completion fall 2022.
2. In addition to Operations Certification Training and other employee development initiatives, provide training support to Maintenance (CDL Certification, PTASP & SMS implementation,) as well as, continued implementation of Leadership Development, Coaching Employee Engagement, COVEY training, as requested by Operations Management and other BFT partners.
3. Create and conduct agency wide annual training emergency scenario (active shooter, mass casualty) that involves training across several departments. August 2022.
4. Conduct annual or bi-annual weeklong train-the-trainer in house for trainers to demonstrate and brush up on their skills to become a better instructor to all incoming classes and provide up to date training for all current driver/operators.
5. Provide several training opportunities for training technicians throughout the year for continued professional growth

2022 Detailed Goals

1. Complete restructure of training program curriculum beginning late 2021 completion fall 2022.
 - a. Implementation of new training schedule beginning with first class on January 10th
 - b. Reformatting of all training templates to provide seamless integration with Industry Safe. Completion March/April 2022
 - c. Provide wider transparency in the training program via improved manuals, audits, class material, and departmental feedback. Ongoing. First phase demonstration end of 2022.
2. In addition to Operations Certification Training and other employee development initiatives, provide training support to Maintenance (CDL Certification, PTASP & SMS implementation,) as well as, continued implementation of Leadership Development, Coaching Employee Engagement, COVEY training, as requested by Operations Management and other BFT partners.
 - a. Synergize with other departments to improve performance in Operations.
 - b. Improve Collaboration with safety department to assist in wider safety trainings for operations.
 - c. Create and establish student progress reporting through each training phase to improve communication amongst management, operations, and human resources. Ongoing first phase will begin with January 2022 class.
3. Create and conduct agency wide annual training emergency scenario (active shooter, mass casualty) that involves training across several departments. August 2022.

-
4. Conduct annual or bi-annual weeklong train-the-trainer in house for trainers to demonstrate and brush up on their skills to become a better instructor to all incoming classes and provide up to date training for all current driver/operators.
 - a. Starting Fall 2021. Continuing every second quarter.
 5. Provide several training opportunities for training technicians throughout the year for continued professional growth
 - a. Site visits, online learning, guest visits, class activities, CPR trainer certificate

Operations Support

2021 Major Accomplishments

1. Created work opportunities for all employees displaced due to limited ridership caused by the pandemic
2. Communication network was created to ensure all closed facilities, due to COVID-19 did not get rides booked or passengers transported to keep DAR drivers safe.
3. Hired and trained 4 full time Coach Dispatchers
4. Created CBA addendum for the creation of the Dial-A-Ride Driver/Dispatcher assignment and successfully train 4 employees.
5. Successfully hired the first Operations Manager to oversee all internal operations work groups
6. Implementation of Sunday Service schedules to support on the road service

2022 Goals

1. Finalize and implement new Procedure Manuals for Dispatchers, Schedulers, and Reservationists
2. Maximize productivity and efficiencies with each work group
3. Provide training opportunity for individual and departmental growth

2022 Detailed Goals

1. Finalize and implement new Procedure Manuals for Dispatchers, Schedulers, and Reservationists
 - a. Under HR view and awaiting ratification of new CBAs to update any necessary language.
2. Maximize productivity and efficiencies with each work group
 - a. Scheduling
 - i. Create templates for 100% of subscription trips to maximize productivity.
 - ii. Refine the scheduling batch process in Trapeze to further enhance productivity.
 - b. Reservationist
 - i. Implement trip negotiations features in Trapeze to maximize productivity and efficiency.
 - ii. Once procured, implement the new phone system for greater departmental oversight, performance management, and improvement of the customer experience
 - c. Dial-A-Ride Dispatch
 - i. Implement live day batch optimization to streamline the movement of unscheduled and late trips during live day operations.
 - d. Fixed Route Dispatch
 - i. Need to identify efficiency goal
3. Provide training opportunity for individual and departmental growth
 - a. A minimum of 16 hours of training for all department staff

Service Supervision

2021 Major Accomplishments

1. 100% of Drivers and Operators receive one onboard Observation, field observation, and performance evaluation. – Ongoing
2. Successfully ran operations with minimal interruptions of service during the pandemic and a lack of fixed route operators
3. Successfully implementation of Sunday Service and the Frequency corridors
4. Continued efforts of good faith bargaining with local 760 and the supervisor collective bargaining agreement
5. Implementation of supervisor database
6. Successfully hired and trained 2 new Road Supervisors – Ongoing
7. Successfully hired the first Service Supervision Manager to oversee operational staff assigned on the road.

2022 Goals

1. Development and implementation of a Passenger Suspension/Trespass Policy
2. Update and implement Supervisor Manual with CBA adjustments
3. Provide training opportunity for individual and departmental growth
4. 100% completion of at least one Trail and Ride Observations for both Fixed Route and DAR Services

2022 Detailed Goals

1. Development and implementation of a Passenger Suspension/Trespass Policy
 - a. Definition of Causes of suspension/trespass
 - b. Durations of suspension
 - c. Progressive suspension duration
 - d. Reinstatement process and conditions
2. Update and implement Supervisor Manual with CBA adjustments
 - a. Under HR view and awaiting ratification of new CBAs to update any necessary language.
3. Provide training opportunity for individual and departmental growth
 - a. A minimum of 16 hours of training for all supervisory department staff
4. 100% completion of at least one Trail and Ride Observations for both Fixed Route and DAR Services
 - a. Onboard assessment includes operation of vehicle, fare collection, customer service, securements, and route knowledge.
 - b. Field observation includes supervisor assessment of operation in traffic, adherence to vehicle regulations, etc.

Operations Technology

2021 Major Accomplishments

1. Creation of the Supervisor database and the Operations database
2. Implementation and training of Everbridge Software
3. Re-imagining of Vector Solutions software to be beneficial to both the Training and Safety department.
4. Successful implementation of the OP Software consultant and contract including 6 vendor consultations and presentations
5. Completed software updates for Pass and TripSpark – Ongoing
6. MDT and APC variance competition
7. Correction of NDT standby variance
8. Implement MDT turn by turns and same day detour updates

2022 Goals

1. Implement new technologies, Training Simulator, and software's to increase productivity, accountability, and responsibility.

2022 Detailed Goals

1. Implement new technologies, Training Simulator, and software's to increase productivity, accountability, and responsibility.
 - a. Assist Training Department move to an electronic format.
 - b. Participate in telephone upgrade project (Project Ring)
 - c. Participate in the structuring and implementation of MyBFT.
 - d. Assist Safety in updating Vector form to be compliant with PTASP and SMS regulations
 - e. Upgrade and support all operations technology
 - i. Supervisor computers and radio
 - ii. Dispatch software/hardware
 - iii. Op's server support

Appendix 3 – Capital Improvement Plan

The Capital Improvement Plan (CIP) for 2021 – 2026 was approved by the Board of Directors in July 2021 with project values totaling \$142,940,931 and an approved budget of \$52,611,826.

BFT does not use debt for any capital projects. All capital projects are funded on a pay-as-you-go basis using federal and state grants to the maximum extent possible. Capital needs not funded with a grant are paid for using reserves from local funds.

This proposed 2022 Capital Budget includes proposed changes to both the project values and approved budget. The table below summarizes the proposed changes:

	Project Value	Budget
July 2021 Board Approved CIP	\$142,940,931	\$52,611,826
Proposed Changes		
Completed Projects	(\$2,400,000)	(\$2,400,000)
Project Removals	(\$3,769,192)	(\$3,769,192)
New Project Additions	\$150,000	\$150,000
Project Additions/Increases	\$16,374,436	\$36,002,055
Net Change	\$10,355,244	\$29,982,863
Proposed 2022 Capital Budget	\$153,296,175	\$82,594,689

2022 - 2026 Capital Improvement Plan (CIP) Details Open and New Projects October 14, 2021				Approved Project Amount 10-14-21	Approved Budget Authority 10-14-21	Project Expenses Thru 09-24-21	Remaining Budget Authority
Fleet							
FLT0015	BUS		8	4,827,200	4,827,200	40,729	4,786,471
FLT0024	(2020) BUS - Electric	Up To	3	2,835,000	2,835,000	-	2,835,000
FLT0027	(2021) VAN	Up To	40	1,489,427		-	-
FLT0028	(2021) Non-Revenue: Service Truck	Up To	2	245,000	245,000	-	245,000
FLT0029	(2022) BUS	Up To	3	1,656,121	1,656,121	-	1,656,121
FLT0030	(2022) BUS - Electric	Up To	5	4,961,250	4,961,250	-	4,961,250
FLT0031	(2022) DAR	Up To	12	1,198,151	1,198,151	-	1,198,151
FLT0032	(2022) VAN	Up To	40	1,519,215		-	-
FLT0033	(2022) Non-Revenue: Service Truck	Up To	1	105,000	105,000	-	105,000
FLT0034	(2023) DAR	Up To	12	1,210,133	1,210,133	-	1,210,133
FLT0035	(2023) VAN	Up To	40	1,549,599		-	-
FLT0036	(2023) Non-Revenue: Service Truck	Up To	1	67,531		-	-
FLT0037	(2024) BUS	Up To	4	2,297,371		-	-
FLT0038	(2024) BUS - Electric	Up To	4	4,166,450		-	-
FLT0039	(2024) DAR	Up To	12	1,222,234		-	-
FLT0040	(2024) VAN	Up To	40	1,580,591		-	-
FLT0041	(2024) Non-Revenue: Service Truck	Up To	1	69,557		-	-
FLT0042	(2025) DAR	Up To	8	822,971		-	-
FLT0043	(2025) Non-Revenue: Service Truck	Up To	1	71,644		-	-
FLT0045	DAR - 5310 Funds	Up To	5	424,080	424,080	-	424,080
FLT0046	(2025 - 2026) BUS - Electric	Up To	13	14,300,000		-	-
FLT0047	(2026) DAR	Up To	35	3,500,000		-	-
FLT0048	(2026) Non-Revenue Vehicle	Up To	1	75,200		-	-
FLT0049	(2027) Non-Revenue Vehicle	Up To	1	79,000		-	-
FLT0050				-		-	-

2022 - 2026 Capital Improvement Plan (CIP) Details Open and New Projects October 14, 2021		Approved Project Amount 10-14-21	Approved Budget Authority 10-14-21	Project Expenses Thru 09-24-21	Remaining Budget Authority
Facilities					
FAC0002	Maint Facility Upgrades: Hoist, Auto Fluid Disp, DEF, Maint Bays Upgrade, Oil Tank, Compressors	2,774,235	1,599,235	527,340	1,071,895
FAC0007	Transit Centers - Renovation 3 Rivers: Improvements, Parking Lot	522,212	522,212	73,348	448,864
FAC0007A	Transit Centers - Renovation 3 Rivers: Safety & Security Updates	255,000	255,000	-	255,000
FAC0015	Passenger Amenities Improvements/Construction	8,841,926	6,591,926	1,717,038	4,874,888
FAC0022	Transit Hubs (Connection Points) Up To 3	8,000,000	8,000,000	1,483,907	6,516,093
FAC0025	Transit Center Re-use	1,620,000	-	-	-
FAC0026	Neighborhood Park-and-Ride Facilities	2,315,000	-	-	-
FAC0027	Land Acquisition (Port of Benton property)	11,000,000	11,000,000	-	11,000,000
FAC0030	West Pasco - Fleet Maintenance Base	6,000,000	-	-	-
FAC0031	22nd Street Transit Center Renovation	2,500,000	-	-	-
FAC0032	Benton City Transit Facility	3,500,000	1,000,000	-	1,000,000
FAC0033	Prosser Transit Facility	3,500,000	1,000,000	-	1,000,000
FAC0034	Southridge Transit facility	3,500,000	1,000,000	-	1,000,000
Equipment					
EQP0012	Mobile Dispatch Retrofit/Equipment	250,000	250,000	-	250,000
EQP0013	Bus Equipment	442,000	442,000	14,518	427,482
EQP0013A/B	Bus Equipment: Protective Barriers	1,000,000	1,000,000	11,738	988,262
EQP0017	Vehicle Rooftop Scraper System (Safety Related)	45,000	45,000	-	45,000
		-		-	-
		-		-	-

2022 - 2026 Capital Improvement Plan (CIP) Details Open and New Projects October 14, 2021		Approved Project Amount 10-14-21	Approved Budget Authority 10-14-21	Project Expenses Thru 09-24-21	Remaining Budget Authority
Transit Technologies					
TEC0005	Onboard Integrated Technology System	3,018,826	3,018,826	1,547,520	1,471,306
TEC0009	Customer Comment Record (CCR) Replacement	50,000	50,000	-	50,000
TEC0010	IT Related Projects: (Telephone System, ITS Replacement, etc.)	3,383,551	1,761,865	534,522	1,227,343
TEC0011	IT Related Projects: Records Management System	300,000	300,000	-	300,000
TEC0012	IT Related Projects - Operations Software	2,158,000	2,158,000	-	2,158,000
TEC0013	Fare Collection Program	1,000,000	125,000	-	125,000
TEC0014	IT Related Projects - Onboard Transit Signal Priority (TSP)	300,000	300,000	-	300,000
TEC0017	IT Related Projects - Consolidated Transit Reporting	300,000	300,000	-	300,000
TEC0019	Operations Simulator Training Unit	400,000	400,000	-	400,000
TEC0020	Runcutter Software	150,000	150,000	-	150,000
Planning / Studies					
PLN0005	2020-2025 Long Range Service Corridor & Infrastructure Study & Development	7,000,000	800,000	-	800,000
Other					
OTH0001	ERP Needs Analysis/Project Scoping	1,075,000	75,000	-	75,000
OTH0005	Business Continuity IT Equipment & Infrastructure	300,000	300,000	-	300,000
OTH0006	Human Resources Information System (HRIS)	1,952,700	-	-	-
OTH0007		-	-	-	-
Contingency	For unforeseen items meeting the Capital Project definition		150,000	-	150,000
OTH0008	Website Redesign	-			-
MOA Campus					
FAC0005	Campus Improvements	2,290,000	1,090,000	431,740	658,260
FAC0005E	MOA Maintenance Facility HVAC Replacement	2,000,000	2,000,000	65,440	1,934,560
FAC0017	Operations Building Renovations	16,000,000	16,000,000	162,678	15,837,322
FAC0023	Facility Maintenance Building	2,250,000	1,168,690	-	1,168,690
FAC0024	Alternative Fuel Vehicles Infrastructure & Stations	1,280,000	1,280,000	-	1,280,000
TSS0001	Security Plan (consulting, campus imp., equipment)	1,750,000	1,000,000	29,000	971,000
Totals		153,296,175	82,594,689	6,639,518	75,955,171
Notes:					
Indicates increases to project amount and/or budget authority					
Red font indicates changes					

We're going places.