



**BOARD OF DIRECTORS
REGULAR MEETING
Thursday, December 9, 2021, at 6 p.m.**

Virtual Meeting via Zoom

Meeting Link:

<https://zoom.us/j/98962178731?pwd=OGg1amhEQXA0RG5QRTdqNnFpRGN5dz09>

Phone: 253-215-8782 / Toll Free: 877-853-5247

Meeting ID: 989 6217 8731 / Password: 833979

To limit the spread of COVID-19, Ben Franklin Transit Board of Directors meetings are taking place virtually. The agenda is available on the website at BFT.org.

If you wish to provide written comments to the Board or speak during the Public Comments portion of a Board meeting, please submit [this form](#). Public comment during the meeting will be provided as indicated in the agenda below.

AGENDA

- | | |
|--|-----------------------|
| 1. Convene Board Meeting | Chair Richard Bloom |
| 2. Roll Call | Janet Brett |
| 3. Pledge of Allegiance | Chair Bloom |
| 4. Approval of Agenda | Chair Bloom |
| 5. Public Comments | Chair Bloom |
| 6. Recognitions | Chair Bloom |
| A. Resolution 74-2021: Recognizing BFT Board Member Lisa Stade's Years of Service | Chair Bloom |
| 7. Citizens Advisory Network (CAN) Report – There is no report available. | Chair Bloom |
| 8. Board Committee Reports | |
| A. Operations & Maintenance Committee—Meeting canceled. | Ruben Alvarado, Chair |
| B. Planning & Marketing Committee | Jim Millbauer, Chair |
| C. Administration & Finance Committee | Steve Becken, Chair |

9. Consent Agenda

A. November 4, 2021, Regular Board Meeting Minutes

B. November Voucher Summary

10. Action Items

A. Public Hearing on Adoption of the 2022 Annual Service Plan and Title VI Equity Analysis Keith Hall

B. Resolution 75-2021: Adoption of the 2022 Annual Service Plan and Title VI Equity Analysis Keith Hall

C. Resolution 76-2021: Adopt the Proposed 2022 Operating and Capital Budgets Jeff Lubeck

D. Resolution 77-2021: Authorize the General Manager to Release an RFP for Budgeting, Planning, and Reporting Software Jeff Lubeck

E. Resolution 78-2021: Adopt the Updated Succession Plan Policy Wendi Warner

F. Resolution 79-2021: Adopt the Updated Improper Governmental Actions/Whistleblower Protection Policy Wendi Warner

11. Discussion & Informational Items

A. COVID-19 Vaccine Mandate Wendi Warner

12. Staff Reports & Comments

A. Legal Report Jeremy Bishop

B. Financial Report Jeff Lubeck

C. General Manager's Report Gloria Boyce

13. Board Member Comments

14. Executive Session

15. Other

16. Next Meeting

Regular Board Meeting – Thursday, January 13, 2022, at 7 p.m.

17. Adjournment

**BEN FRANKLIN TRANSIT
RESOLUTION 74-2021**

A RESOLUTION RECOGNIZING BFT BOARD MEMBER LISA STADE’S YEARS OF SERVICE

WHEREAS, Lisa Stade began serving on the Ben Franklin Transit (BFT) Board of Directors in January 2013; and

WHEREAS, Lisa Stade’s last day of service as a Ben Franklin Transit Board Director will be December 31, 2021.

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

1. Lisa has demonstrated her ongoing commitment to public transportation by serving as a member of the BFT Board for nine years as the designated representative from the City Council of Benton City.
2. Lisa served on the BFT Planning & Marketing Committee for eight years and now serves on the BFT Administration & Finance Committee.
3. Lisa’s contributions to BFT are numerous. During her tenure, the Board: adopted BFT’s Strategic Plan in 2015; implemented the Comprehensive Service Plan in 2017 extending service hours from 6 p.m. to 8 p.m.; extended service hours to 10 p.m. in 2019; initiated CONNECT services in 2020; expanded service and systems in 2021 on Metro Frequent Routes 1 and 3 and Sunday Service; and helped navigate the agency through the COVID-19 pandemic in 2020 and 2021 to ensure staff and rider safety.
4. The Board approved these major projects during Lisa’s tenure: the Tulip Lane Park and Ride; the rehab of the 22nd Avenue Transit Center in Pasco and Knight Street Transit Center in Richland; and the MOA Operations Building replacement.
5. Her presence on the Board of Directors will be greatly missed.

APPROVED AT A REGULAR BEN FRANKLIN TRANSIT BOARD OF DIRECTORS meeting held Thursday, December 9, 2021, 1000 Columbia Park Trail, Richland, Washington.

ATTEST:

Janet Brett, Clerk of the Board

Richard Bloom, Chairman

APPROVED AS TO FORM BY:

Jeremy J. Bishop, Legal Counsel



**PLANNING & MARKETING
COMMITTEE MEETING
Wednesday, December 1, 2021 - 4 p.m.**

Virtual Meeting via Zoom

To limit the spread of COVID-19, Ben Franklin Transit Board of Directors committee meetings are taking place virtually.

MINUTES

Committee Members Present: Jim Millbauer, Chair; Will McKay; Rocky Mullen

BFT Staff: Gloria Boyce, Janet Brett, Marie Cummins, Keith Hall, Lisa Larson, Danette Layne, Jeff Lubeck, Rob Orvis, Mike Roberts

1. Convene

Chair Jim Millbauer convened the meeting at 4:04 p.m.

New Items

2. Resolution XX-2021: Approval of the 2022 Annual Service Plan and Title VI Equity Analysis – Keith Hall, Director of Planning and Service Development

Mr. Hall presented the 2022 Annual Service Plan and Title VI Equity Analysis, which were released for public comment at the October Board of Directors meeting. This item would normally come back before the Board for approval at the November meeting, but since the date of the November meeting was moved up, it was rescheduled to December to accommodate the 30-day public comment period required.

After questions by committee members, this item was moved to the Board of Directors December meeting as an Action Item. It will also require a public hearing.

Standing Items

3. Notification of Upcoming Bids and Requests for Proposals – Rob Orvis, Procurement Manager

Mr. Orvis presented the 90-Day Procurement Outlook to committee members.

- **In Progress**
 - Procurement for Design and Implementation of a New Customer-Facing Website
 - Authorization to Release – Replacement of Maintenance Building HVAC System
 - Procurement for Bus Stop Concrete Pad Construction
- **December**
 - Authorization to Release – Budgeting, Planning, and Reporting Software
- **January**
 - Authorization to Award – Replacement of Maintenance Building HVAC System
 - Authorization to Award – Design and Implementation of a New Customer-Facing Website
 - Authorization to Increase KPFF Contract #1141
 - Authorization to Release – RFP for ERP Consultant
 - Authorization to Release – Proposals for Planning Consultant Services
- **February**
 - Authorization to Award – Budgeting, Planning, and Reporting Software
- **Contracts & Operating Expenses Over \$25,000 Approved by General Manager in November**
 - Ednetics Inc. – Cisco IP Phones (Qty 209) Remanufactured \$66,561
 - Power Manufacturing, Inc. – Fixed Route Bus Driver Barrier Doors \$49,575
 - PC Connection – Primary OFFSITE Backup Appliance \$68,807
 - TCF Architecture Task Order #16 Furniture Analysis for New Operations Building \$58,523

4. **Other**

There were no Other agenda items.

5. **Next Meeting**

The next BFT Planning & Marketing Committee meeting will be held Wednesday, January 5, 2022, at 4 p.m.

6. **Adjourn**

Chair Millbauer adjourned the meeting at 4:28 p.m.



**ADMINISTRATION & FINANCE
COMMITTEE MEETING
Thursday, December 2, 2021 – 4 p.m.**

Virtual Meeting via Zoom

To limit the spread of COVID-19, Ben Franklin Transit Board of Directors committee meetings are taking place virtually.

MINUTES

Committee Members Present: Steve Becken, Chair; Richard Bloom, Lisa Stade

Legal Counsel: Jeremy Bishop

BFT Staff: Gloria Boyce, Ayodeji Arojo, Janet Brett, Jaslyn Campbell, Carina Cassel, Keith Hall, Lisa Larson, Danette Layne, Jeff Lubeck, Rob Orvis, Jerry Otto, Mike Roberts, Julie Thompson, Wendi Warner

1. Convene

Chair Steve Becken convened the meeting at 4:04 p.m.

New Items

2. Resolution XX-2021: Adopt the Proposed 2022 Operating and Capital Budgets – Jeff Lubeck, Director of Administrative Services

Mr. Lubeck shared a presentation on revisions to the 2022 Operating and Capital Budgets originally presented to the Board in October. This item was moved to the Board of Directors agenda as an Action Item.

3. Resolution XX-2021: Authorize the General Manager to Release an RFP for Budgeting, Planning, and Reporting Software – Jeff Lubeck, Director of Administrative Services

Mr. Lubeck presented information on the budgeting, planning, and reporting software needs of BFT and a request to release an RFP for its purchase. Committee members asked this item be placed on the Board meeting agenda as an Action Item.

4. Resolution XX-2021: Adopt the Updated Succession Plan Policy – Wendi Warner, Director of Human Resources and Labor Relations

Ms. Warner shared a revised succession plan policy for Board adoption. This item was moved to the December Board of Directors agenda as an Action Item.

5. Resolution XX-2021: Adopt the Updated Improper Governmental Actions/ Whistleblower Protection Policy – Wendi Warner, Director of Human Resources and Labor Relations

Ms. Warner explained the improper governmental actions/whistleblower protection policy has been updated and was being presented for adoption. Committee members moved this item to the Board meeting agenda as an Action Item.

6. Informational: COVID Vaccine Mandate – Wendi Warner, Director of Human Resources and Labor Relations

Ms. Warner then shared an informational memorandum on BFT's actions in response to the possible requirement to vaccinate all employees or have them tested weekly for COVID-19. This will go to the Board of Directors as an informational/discussion item.

Standing Items

7. Notification of Upcoming Bids and Requests for Proposals – Rob Orvis, Procurement Manager

Mr. Orvis presented the 90-Day Procurement Outlook to committee members.

- **In Progress**
 - Procurement for Design and Implementation of a New Customer-Facing Website
 - Authorization to Release – Replacement of Maintenance Building HVAC System
 - Procurement for Bus Stop Concrete Pad Construction
- **December**
 - Authorization to Release – Budgeting, Planning, and Reporting Software
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 - PC Connection – Primary OFFSITE Backup Appliance \$68,807
 - TCF Architecture Task Order #16 Furniture Analysis for New Operations Building \$58,523

8. Sales Tax Report – Jeff Lubeck, Administrative Services Director

Mr. Lubeck presented the BFT Sales Tax Comparison report for 2018 to September 2021. Sales tax revenue through September continues to remain strong, running 22.5 percent ahead of last year.

9. Other

When asked by Director Stade about Marketing and Communications Department leadership, General Manager Gloria Boyce explained our Senior Marketing Communications Specialist was named Interim Director while we search for a permanent replacement.

Director Stade asked how we make BFT an employer of choice, as noted as a 2022 goal in the budget document. Ms. Warner explained our employees and their work satisfaction play an important role in attracting and retaining talent.

Director Stade also asked that the Q12 Survey results and all comments submitted be shared with the Board.

In response to a question from Chair Bloom, Ms. Boyce explained BFT does have a COVID policy that was written in 2020, but it focused on operations only. It could be revised to incorporate the rest of the changes made agencywide since then.

10. Next Meeting

The next BFT Administration & Finance Committee meeting will be held Thursday, January 6, 2022, at 4 p.m.

11. Adjourn

Chair Becken adjourned the meeting at 6:00 p.m.



**BOARD OF DIRECTORS
REGULAR MEETING
Thursday, November 4, 2021, at 7 p.m.
Virtual Meeting via Zoom**

MINUTES

1. CONVENE BOARD MEETING

Chair Richard Bloom called the meeting to order at 7:01 p.m.

2. SEATING OF BFT BOARD OF DIRECTORS UNION NONVOTING MEMBER

Chair Bloom welcomed Caleb Suttle, an award-winning Coach driver and union steward, as the new Union Nonvoting Member on the BFT Board of Directors.

3. ROLL CALL

Representing	Attendee Name	Title	Status
City of Pasco	Ruben Alvarado	Director	Present
City of Kennewick	Chuck Torelli	Director	Present
City of Richland	Phillip Lemley	Director	Present
City of West Richland	Richard Bloom	Chair	Present
Franklin County #2	Rocky Mullen	Director	Present
Franklin County #1	Clint Didier	Director	Excused
Benton County	Will McKay	Director	Present
City of Prosser	Steve Becken	Director	Present
City of Benton City	Lisa Stade	Vice Chair	Present
Teamsters Union 839	Caleb Suttle	Union Nonvoting Rep.	Present

BFT Staff: Gloria Boyce, Ayodeji Arojo, Janet Brett, Kelsey Buckner, Carina Cassel, Chad Crouch, Keith Hall, Lisa Larson, Danette Layne, Jeff Lubeck, Byron Olson, Rob Orvis, Jerry Otto, Mike Roberts, Joshua Rosas, Wendi Warner, Wayne Welle

Legal Counsel: Jeremy Bishop

4. PLEDGE OF ALLEGIANCE

Chair Bloom led the meeting participants in the Pledge of Allegiance.

5. APPROVAL OF AGENDA

Chair Bloom asked for a motion to approve the agenda.

MOTION:	LEMLEY
SECOND:	TORELLI
RESULT:	APPROVED (Unanimously)

6. PUBLIC COMMENT

Chair Bloom opened the meeting to comments from the public. No public comments were offered.

7. RECOGNITIONS

Director of Transit Operations Ayodeji Arojo recognized Patricia Brown, Bryce Higley, and Blaine Sherfinski on their retirement from Ben Franklin Transit.

- A. Resolution 63-2021: A Resolution Recognizing Ben Franklin Transit Employee Patricia Brown's Years of Service**
- B. Resolution 64-2021: A Resolution Recognizing Ben Franklin Transit Employee Bryce Higley's Years of Service**
- C. Resolution 65-2021: A Resolution Recognizing Ben Franklin Transit Employee Blaine Sherfinski's Years of Service**

Director of Fleet, Facilities, and Capital Projects Jerry Otto recognized Jerry Frazier and Kenneth Hooker on their retirement from Ben Franklin Transit.

- D. Resolution 66-2021: A Resolution Recognizing Ben Franklin Transit Employee Jerry Frazier's Years of Service**
- E. Resolution 67-2021: A Resolution Recognizing Ben Franklin Transit Employee Kenneth Hooker's Years of Service**

Director of Administrative Services Jeff Lubeck recognized Deb Hawthorne on her retirement from Ben Franklin Transit.

- F. Resolution 68-2021: A Resolution Recognizing Ben Franklin Transit Employee Deb Hawthorne's Years of Service**

Chair Bloom then asked for a motion to approve the six resolutions.

MOTION:	ALVARADO
SECOND:	TORELLI
RESULT:	APPROVED (Unanimously)

8. CITIZENS ADVISORY NETWORK (CAN) REPORT

There was no CAN Report available.

9. BOARD COMMITTEE REPORTS

- A. Operations & Maintenance Committee** – Committee Chair Ruben Alvarado reported

on the three items this committee forwarded to the Consent Agenda—the resolution declaring a vehicle as surplus; accepting the bus stop concrete pad construction contract as complete; and authorizing an IFB to replace the maintenance building HVAC system.

B. Planning & Marketing Committee – Director Chuck Torelli shared that this committee moved the vinyl wraps for BFT vehicles item to tonight’s agenda as an Action Item so the entire Board could discuss it. Tonight’s presentation was created as a result of questions raised by the Planning & Marketing Committee as its meeting last week.

C. Administration & Finance Committee – Committee Chair Steve Becken related that this group moved recommending Simon & Company for the award of the federal lobbying consulting services contract to tonight’s agenda as an Action Item.

10. CONSENT AGENDA

Chair Bloom presented the consent items and invited a motion.

A. October 14, 2021, Board Budget Workshop Minutes

B. October 14, 2021, Regular Board Meeting Minutes

C. October Voucher Summary

PAYROLL

Check Register Number	Check Number / Number	Date of Issue	In the Amount
522-21	80845	80848	10/8/2021
523-21	80849	80851	10/22/2021
			574,571.73 Payroll
			601,981.46 Payroll

Total \$ 1,176,553.19

ACCOUNTS PAYABLE

Check Register Number	Check Number / Number	Date of Issue	In the Amount
170-21	79043	79108	10/5/2021
171-21	79109		10/8/2021
172-21	79110	79194	10/12/2021
173-21	ACH TRANS		10/14/2021
174-21	79195	79272	10/19/2021
175-21	79273	79345	10/26/2021
176-21	ACH TRANS		10/31/2021
			466,383.11 MDSE
			2,699.96 MDSE
			920,769.89 MDSE
			906,221.13 ACH TRANS
			274,680.59 MDSE
			235,313.23 MDSE
			251,296.16 ACH TRANS

Total \$ 3,057,364.07

- D. Resolution 69-2021: Authorizing the General Manager to Declare Vehicle 5313 as Surplus and Dispose of Per Resolution 62-2014**
- E. Resolution 70-2021: Accept the On-Call Bus Stop Concrete Pad Construction Contract as Complete**
- F. Resolution 71-2021: Authorizing the General Manager to Solicit an Invitation for Bids (IFB) to Replace the Maintenance Building Heating, Ventilation, and Air Conditioning (HVAC) System**

MOTION:	TORELLI
SECOND:	BECKEN
RESULT:	APPROVED (Unanimously)

11. ACTION ITEMS

- A. Resolution 72-2021: Authorizing the General Manager to Release a Request for Proposals (RFP) for the Design, Production, and Installation of Vinyl Wraps and Other Vinyl Coverings for Ben Franklin Transit Vehicles – Byron Olson, Interim Director of Marketing and Communications**

Mr. Olson presented a memorandum, resolution, and presentation asking the Board to authorize the General Manager to release an RFP for the design, production, and installation of vinyl wraps on BFT vehicles. After discussion by committee members on the costs; other ways of targeting new audiences; concerns about the community's impression about spending public funds in this way; and other uses within BFT for the costs associated with it, a motion was made to table this item until further work has been completed by marketing staff and presented to the Planning & Marketing Committee. Board members asked for proof that this type of marketing works in raising ridership.

MOTION:	TORELLI
SECOND:	ALVARADO
RESULT:	APPROVED (Unanimously)

- B. Resolution 73-2021: Recommending Simon & Company for the Award of the Federal Lobbying Consulting Services Contract – Rob Orvis, Procurement Manager**

Mr. Orvis explained the process used to arrive at the decision to recommend Simon & Company for the federal lobbying consulting services contract and asked for Board authorization to award it.

MOTION:	STADE
SECOND:	MCKAY
RESULT:	APPROVED (Unanimously)

12. DISCUSSION & INFORMATIONAL ITEMS

A. Budget Update – Jeff Lubeck, Director of Administrative Services

Mr. Lubeck explained that since the budget was released for public comment three weeks ago, we have not received any comments or questions. There were no questions raised at last week's committee meetings, so the budget will be presented to the Board for approval at the December meeting.

13. STAFF REPORTS & COMMENTS

A. Legal Report

Jeremy Bishop, BFT legal counsel, announced there would be an executive session tonight.

B. Financial Report

Mr. Lubeck presented a financial report, highlighting materials contained in the Board packet.

C. General Manager's Report

General Manager Gloria Boyce welcomed Caleb Suttle to the BFT Board of Directors. She also congratulated the retirees recognized tonight, whose work experience at BFT totals 78 years.

In light of the President's directive that companies with over 100 employees will mandate COVID vaccines, staff are awaiting more information from the state.

Operations met all pullouts, and we resumed fare collection on Monday, November 1.

Ben Franklin Transit will participate in the Veterans Day Parade on Saturday in West Richland. Staff will also be delivering turkey dinner boxes in conjunction with Second Harvest.

Happy Thanksgiving!

14. BOARD MEMBER COMMENTS

Director Suttle complimented BFT's Marketing and Communications team on a great job advertising the return to fares.

Director McKay asked when the BFT Board would meet in person. Ms. Boyce explained we have been taking our lead from the Benton-Franklin Health District and will meet virtually at least through the end of the year.

Chair Bloom announced he will be taking part in the Veterans Day Parade on Saturday and encouraged everyone to attend.

15. EXECUTIVE SESSION

The Board convened in executive session per RCW 42.30.110(1)(g) and RCW 42.30.110(1)(i)(ii) at 8:39 p.m. and returned to open session at 9:42 p.m. Mr. Bishop announced that no decisions had been made and the Board had requested an additional 15 minutes in which to meet. The Board returned to executive session at 9:43 p.m. and returned to open session at 10:03 p.m.

Mr. Bishop stated he would contact Mr. Mercier of KENBRIO regarding the annual evaluation of the General Manager. All input from Board members will be solicited prior to the end of the year.

16. OTHER

Chair Bloom shared that Mr. Otto has announced his retirement. His last day on the job will be December 31, 2021.

17. NEXT MEETING

After discussion among Board members, it was agreed to begin the December 9 Board meeting at 6 p.m. instead of 7 p.m.

18. ADJOURNMENT

Chair Bloom adjourned the meeting at 10:08 p.m.

Janet Brett, Clerk of the Board

Date

2022

BFT Annual Service Plan



Service Development Department

Ben Franklin Transit

October 2022



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APPENDICES

APPENDIX A	-	2022 ASP Title VI Service Equity Analysis
APPENDIX B	-	Amended Via Service Plan
APPENDIX C	-	2022 Fixed Route Performance Analysis

2022 Annual Service Plan

In January 2021, the Ben Franklin Transit (BFT) Board of Directors adopted the Annual Service Plan Policy in order to align service planning and delivery, development and adoption of the annual operating budget, and approval of annual labor requirements.

Since implementation of the 2017 Comprehensive Service Plan (CSP), Ben Franklin Transit (BFT) has been making incremental changes to its fixed route network with the goal of providing faster, more frequent, and more reliable service. As part of these ongoing efforts, BFT implemented two new high-frequency routes as part of the 2021 Modified Annual Service Plan. Metro routes 1 and 3 provide all-day, 15-minute service between major transit centers and along high-demand corridors from Monday to Saturday. BFT also implemented new local service in Kennewick to expand fixed-route service in under-served areas, and improved frequencies on local routes in Richland. Finally, BFT implemented Sunday Service on six fixed- routes, Dial-A-Ride, and CONNECT on August 29th, 2021.

The 2022 Annual Service Plan (ASP) focuses primarily on service efficiency, effectiveness, and reliability. The proposed level of service in the Draft 2022 ASP is below the level of service proposed in the 2022 operating budget. The proposed 2022 budget included an extension of Metro Route 3 service to the Southridge area with elimination of overlapping local route service. BFT's new Metro frequent service was implemented in June of 2021, and the two new routes now in operation account for nearly 30% of total weekday boardings. The extension of Metro Route 3 is expected to build on this success, but implementation will be deferred to 2023.

Fixed Route

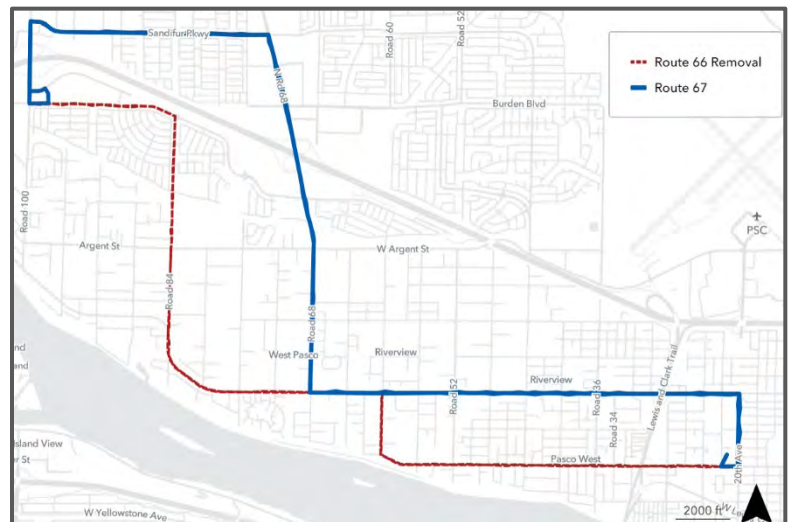
Overview

The 2022 Annual Service Plan proposes one route elimination, two major route alignment changes, one frequency improvement, and minor schedule adjustments to several routes.

Route Elimination

Route 66

As part of planned service enhancements to route 67, route 66 will be eliminated in its entirety due to low ridership and the availability of nearby alternatives. Currently, route 66 is operated on a fixed hourly frequency with one vehicle. Resources currently used to operate route 66 will be reallocated to provide enhanced, half-hourly service on route 67. 32 stops will be removed as a result of this service change. BFT will ensure that riders currently using route 66 will continue to have access to CONNECT on-demand service.



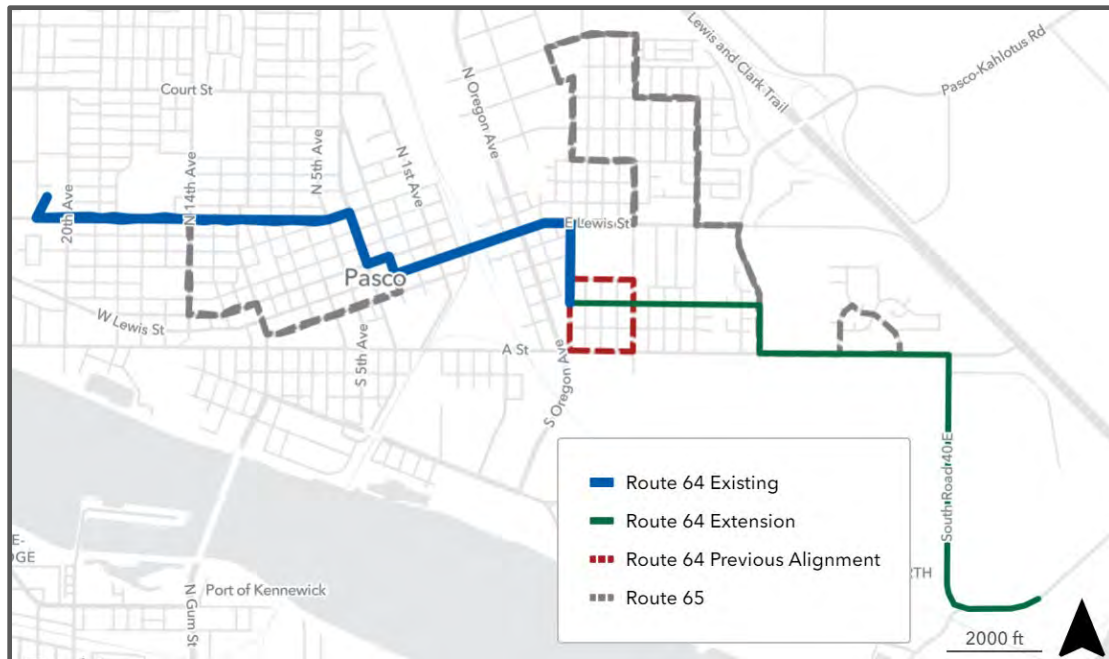
Alignment and Route Changes

Route 64

Route 64 will be realigned and extended eastward along A St. and Rd. 40; terminating at a designated layover facility on Sacajawea Park Rd. This extension will remove direct service along Alton St, Elm Ave, A. St and Wehe St. Service will be consolidated into a bi-directional alignment along Helena Ave. and Heritage Blvd. This extension is intended to provide fixed-route transit access to two large distribution facilities which will be operational in the Fall of 2022. Additionally, this extension will also provide new service to the Lakeview mobile home park.

This extension will remove six (6) stops on A St, Elm Ave, Alton St. and Wehe Ave. and will require one additional bus to operate route 64 during all regular service hours. New bi-directional stops will be added along Helena St. This change is anticipated to add approximately 3,200 revenue hours on an annual basis and will require the addition of one (1) vehicle for Sunday service.

Route 64	Operating Hours	Headway (Min)	Vehicles	Annual Revenue Hours (Current)	Annual Revenue Hours (Proposed)
Weekday	06:00 am-8:00 pm	30	2	3,560	6,190
Saturday	07:00 am – 8:00 pm	30	2	650	1,040
Sunday	08:00 am – 6:30 pm	30	2	520	760



Route 67

Route 67 will be enhanced to operate on a fixed half-hourly schedule, offering improved connections between 22nd Ave., Court St. and the Rd. 68 commercial area. Route 67 will follow its current alignment along 20th Ave., Court St., Rd. 68 and Sandifur Pkwy. in both directions. This route will be extended south along Broadmoor Blvd. crossing Interstate 182 and making a one-way clockwise loop along Saint Thomas Dr., Saint Francis Ln., and Chapel Hill Blvd. This extension will better serve existing and planned commercial and multifamily development, as well provide mid-route connections to Route 268. As part of this service increase, route 66 will be eliminated, and resources from that route will be reallocated to enhance route 67.

Route 67	Operating Hours	Headway (Min)	Vehicles	No Significant Revenue Hour Change
Weekday	06:00 am-9:00 pm	30	2	
Saturday	06:45 am – 9:00 pm	30	2	

Minor Route Changes

- Route 47/48 - Minor alignment change at Dayton Transfer Point to utilize a new section of Auburn St. connecting to 10th Ave.
- Route 123 – Minor alignment change along Keene and Gage Blvd. Removes service along Kapalua Ave.

Minor Schedule Changes

- Route 1 – Schedule adjustment to account for added vehicle block
- Route 26 – Schedule adjustment to better reflect observed travel time
- Route 170 – Schedule adjustment to better reflect observed travel times.

In addition, BFT may need to make minor schedule adjustments to other routes and add, modify, or eliminate overload and tripper services based on needs or demand.

CONNECT

An amended CONNECT service plan was developed as part of the 2022 ASP process. The amended CONNECT service plan outlines the restoration of service to the original service concept except that regular fares will apply. This change will modify CONNECT from a premium fare service (currently \$3.00) to a standard fare service (currently \$1.50). This change will allow BFT to reduce service hours or eliminate low ridership routes without a financial impact to riders that could cause a Title VI equity impact. CONNECT's operational costs are expected to be well within budget in 2022.

Via services begins 15 minutes before the scheduled start of BFT fixed route services, and end 15 minutes after the scheduled end of fixed route service.

For additional information on the CONNECT service plan, see Appendix B.

ADA / Dial-A-Ride

Overview

BFT's Dial-A-Ride service provides on-demand, point-to-point transit services for eligible riders. Eligible riders must book trips at least 24 hours in advance.

Service Changes

Dial-A-Ride service will be limited to journeys entirely within the PTBA. BFT will examine new fare and service structures for DAR trips beyond the boundaries of the PTBA.

Looking Ahead (2023-2025)

Queensgate Transit Center

Currently in the pre-construction phase, BFT's Queensgate Transit hub on Windmill Rd near Exit 3 of Interstate 182 will serve to enhance connectivity between Kennewick, West Richland, Downtown Richland and Prosser / Benton City. This facility will also enable future high-frequency service between Richland, the Queensgate area and Kennewick. The Queensgate facility is expected to be operational in Fall of 2023.

West Pasco Transit Center

BFT is in the early stages of developing a transit center in the Broadmoor area of West Pasco. This facility will serve as a transfer point between Pasco local routes and the future Metro Route 2 (Current 225). An exact location for this facility has yet to be fully determined. This facility is expected to be operational in late 2024 or early 2025.

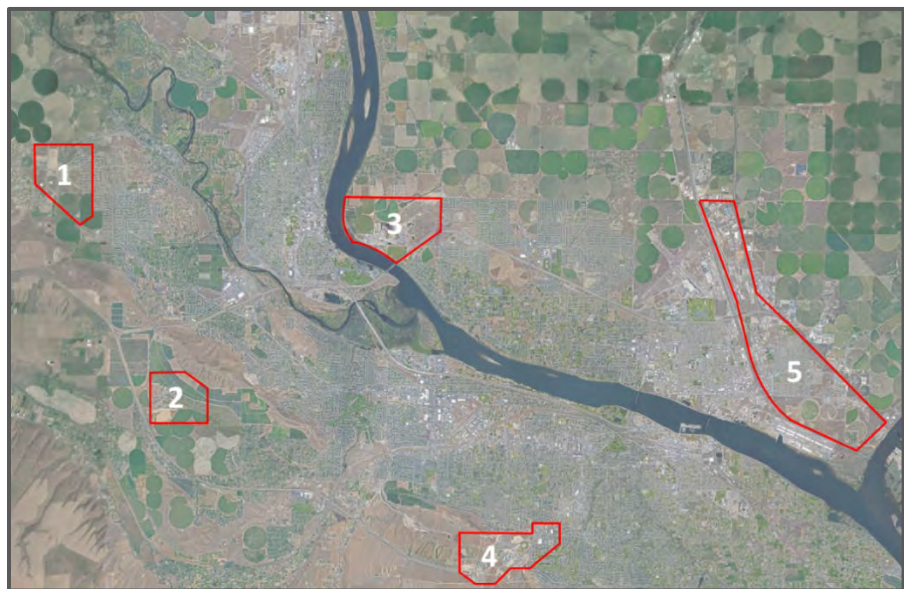
Development and Land Use

Overview

BFT aims to orient future service expansions around the evolving needs and travel patterns of the service area. BFT works closely with local planning officials and private developers to ensure that future growth and development is accessible with Dial-A-Ride, fixed route or on-demand service. However, the Tri-Cities and the surrounding communities within the PTBA have grown and expanded in a way that is not wholly conducive to operating accessible and efficient transit service.

BFT recognizes the challenges of planning transit services in this type of built environment, but also recognizes that these challenges can be overcome with the application of new technology, the encouragement of transit-oriented development on a jurisdictional and regional level, and a commitment to serve all those who wish to access our services. As part of the ASP process, Planning staff has identified areas in the PTBA that are rapidly growing and may require additional service.

This additional service will initially be met with CONNECT on-demand service until sufficient demand for fixed-route service is developed.



Identified areas of Growth within the Tri-Cities

1 -Route 224 Corridor – West Richland

Connecting Richland, West Richland and Benton City, The Route 224 corridor has seen substantial residential and commercial growth in recent years. To accommodate this growth, the city of West Richland and BFCOG have begun a complete streets project expected to be completed in mid- 2023. BFT has identified Route 224 as a possible alignment for future fixed-route service connecting Benton City, West Richland and downtown Richland. This option will be considered further pending the completion of ongoing planning efforts focused on Benton City and Prosser.

2 - Badger Mountain South - Richland

The Badger Mountain South development area is anticipated to include up to 5,000 residential units at full build-out. In addition, commercial and medical developments are planned for this area in coming years. At present, BFT has no plans to serve this area with fixed-route transit but will work to ensure the area is easily accessible via CONNECT on-demand service.

3 - Broadmoor – Pasco

The Broadmoor area of West Pasco has been subject to ongoing planning and development efforts by the City of Pasco, and significant residential and commercial growth is anticipated in this area in coming years. BFT has committed to developing a transit center in West Pasco within the Broadmoor development area. This facility will serve as a transfer point between local routes and the future Metro route 2 (currently route 225).

4 - Southridge - Kennewick

The Southridge area along Route 395 has developed into a major commercial and institutional center. Walmart, Trios Health and Southridge High School serve as substantial trip generators for BFT fixed-route and CONNECT on-demand service. Additional anticipated residential growth along Bob Olson Pkwy. and a planned expansion of the Trios health campus have created the need for enhanced BFT service in the Southridge area. BFT intends to expand fixed-route service to the Southridge area in coming years and is in the early stages of planning for a future transit hub to serve the area.

5 – East Pasco

The area east of downtown Pasco is anticipated to see strong growth in coming years. Most notably, the construction of two new distribution facilities south of A St. is anticipated to generate significant transit demand. To meet this demand, BFT will be extending and streamlining route 64 to provide fixed route coverage to these facilities. As part of this expansion BFT is working with private developers to construct a layover facility on Sacajawea Park Rd, which will enable future fixed-route opportunities for East Pasco. Additionally, BFT has committed to conducting an area study of East Pasco to identify service growth opportunities.

Title VI Service Equity Analysis

Background

As a direct recipient of federal funds via the Federal Transit Administration (FTA), Ben Franklin Transit (BFT) is obligated to operate its programs and services without regard to race, color and national origin in accordance with Title VI of The Civil Rights Act of 1964 and other applicable laws. To ensure compliance with federal policy, BFT is required to perform a Title VI analysis whenever any changes are made to the fixed-route network which would be classified as a major service change. BFT defines a major service change as any change in service on any individual route that would add or eliminate more than 20% of the route revenue miles or route revenue hours. Of the several changes outlined in the 2022 Annual Service Plan, the planned elimination of Route 66 and the services increases on routes 64 and 67 constitute as major service changes (See Table 1).

Based on the service equity analysis results pertaining to the Route 64 extension, Route 66 elimination, and Route 67 frequency increase and extension, BFT staff have concluded that no disparate impact or disproportionate burden will occur if these planned service changes are implemented. This conclusion

means that there will be no apparent adverse effects on minority or low-income populations caused by the recommended service changes outlined in the 2022 Annual Service Plan. If implemented, these service changes will result in a notable net gain of service to low-income and minority populations and will benefit all those who utilize BFT's fixed route system (See Table 2).

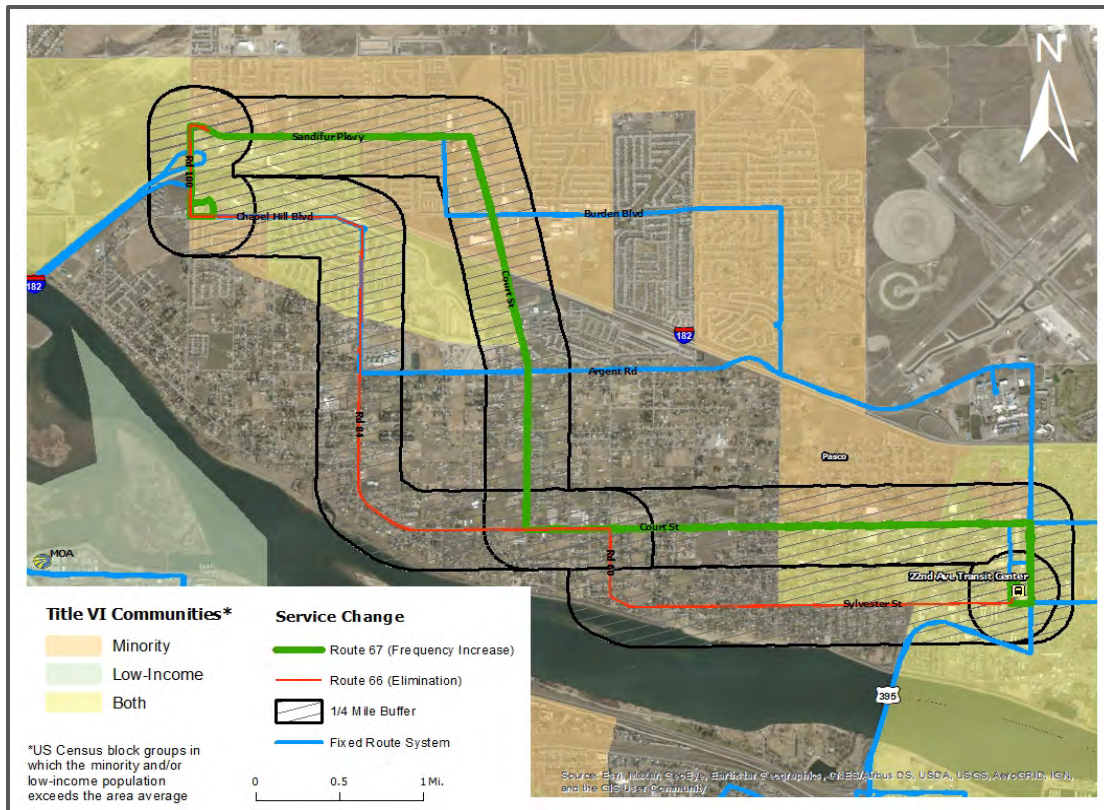
Table 1 - Disparate Impact & Disproportionate Burden Determination

Service Changes	Date Effective	Major Service Change	Disparate Impact	Disproportionate Burden
Route 47	6/20/22	No	No	No
Route 48	6/20/22	No	No	No
Route 64	8/29/22	Yes	No	No
Route 66	6/20/22	Yes	No (Mitigated)	No
Route 64	6/20/22	Yes	No	No
Route 123	6/20/22	No	No	No
Schedule Adjustments	6/20/22	No	No	No

Table 2 - Service Equity Analysis Results (No Adverse Effects Identified)

People-Trips Difference					
Route	People-Trips	Low Income	Minority	Low Income	Minorities
64	23,967,728	5,930,914	20,985,456	24.7%	87.6%
66	-73,496,520	-13,355,375	-35,860,455	18.2%	48.8%
67	100,705,854	15,507,971	58,743,181	15.4%	58.3%
Results	51,177,062	8,083,510	43,868,182	15.8%	85.7%

	Low Income	Minority
Change Borne By	15.8%	85.7%
Area Average	13.3%	39.1%
Delta	2.5%	46.6%



Although no adverse effects are expected, BFT realizes that any reduction in coverage has repercussions on peoples' daily lives and routines. With that in mind, BFT has identified several mitigation efforts that will help alleviate any potential transit accessibility issues that may arise with the elimination of Route 66. These mitigation efforts include:

- Retaining service on Route 268 to serve most productive segments of current Route 66
- Extending Route 67 to serve bus stops around the intersection of Rd 100 and Chapel Hill Blvd
- Leveraging BFT's on-demand CONNECT service to provide rideshare opportunities to and from BFT's bus stops and transit centers in West Pasco
- Reducing CONNECT fare to be comparable with fixed route fare
- Providing overload/tripper buses to accommodate for loads exceeding a 1.25 load factor along Route 268 during peak hours, if needed

BFT Staff has concluded that these mitigation efforts will reduce the potential for any inequities to occur if the service changes outlined in the 2022 Annual Service Plan are approved.

Budget Impact

Revenue Hours

The 2022 ASP is anticipated to increase annual revenue hours by approximately 6,200. This equates to approximately \$701,000 in annual budget impact given an average cost per revenue hour of \$113.05. This increase accounts for the addition of two (2) vehicles. One (1) vehicle will be added to Route 1 at peak

times during weekday service, and One (1) vehicle will be added to Route 64 during all service hours to allow for expansion of service.

- Route 1: 3,000 added annual vehicle revenue hours
- Route 64: 3,200 added annual vehicle revenue hours

Total projected annual revenue hours under the 2022 ASP are **200,200**, well below the budgeted figure of 214,000

2022 Prorated Revenue Hours

- Route 1: 3,000 added annual vehicle revenue hours • Route 64: 1,300 added annual vehicle revenue hours

Total prorated revenue hours for 2022 are **198,300**.

No significant change to revenue hours is expected with Route 66/67 or Route 123.

Labor

Implementation of the 2022 ASP will require 5 additional operators for fixed route service. Two (2) operators for a 7th bus on Route 1, and two (2) operators for the route 64 extension, plus an additional overflow driver.

Public Outreach

Outreach Initiatives.

The 2022 ASP public outreach process began with board approval for public release and lasted five (5 weeks). The public outreach period involved direct engagement with the community at two (2) public meetings held virtually on Tuesday, November 2nd at 6PM and Thursday, November 4th at 6PM. These meetings were consistently advertised on the BFT website as well as agency social media. These meetings were hosted by planning staff and overseen by marketing staff.

Additionally, a comment forum was created on the BFT website, and advertised throughout the public comment period. This forum allowed members of the public to view an interactive map of proposed service changes and provide named or anonymous feedback. No comments were received on this forum.

One (1) member of the public attended these meetings to give feedback on the 2022 ASP.

Public Feedback

One (1) member of the public commented that he was supportive of the proposed 2022 changes. He also noted that he would like to see more service between Three Rivers Transit Center and the Southridge area in the future.

2022

Plan anual de servicios de BFT



Departamento de Desarrollo de Servicios
Ben Franklin Transit
Octubre 2022



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Plan anual de servicios 2022

En enero de 2021, el Consejo de Administración de Ben Franklin Transit (BFT) adoptó la Política del Plan de Servicio Anual con el fin de alinear la planificación y prestación del servicio, el desarrollo y la adopción del presupuesto operativo anual y la aprobación de los requisitos laborales anuales.

Desde la implementación del Plan de Servicio Integral (CSP) de 2017, Ben Franklin Transit (BFT) ha estado realizando cambios incrementales en su red de rutas fijas con el objetivo de proporcionar un servicio más rápido, más frecuente y más confiable. Como parte de estos esfuerzos continuos, BFT implementó dos nuevas rutas de alta frecuencia como parte del Plan de Servicio Anual Modificado 2021. Las rutas 1 y 3 proporcionan un servicio de 15 minutos durante todo el día entre los principales centros de tránsito y a lo largo de los corredores de alta demanda de lunes a sábado. BFT también implementó un nuevo servicio local en Kennewick para ampliar el servicio de ruta fija en las áreas desatendidas, y mejoró las frecuencias de las rutas locales en Richland. Finalmente, BFT implementó el servicio dominical en seis rutas fijas, Dial-A-Ride y CONNECT el 29 de agosto de 2021.

El Plan de Servicio Anual 2022 (ASP) se centra principalmente en la eficiencia, eficacia y fiabilidad del servicio. El nivel de servicio propuesto en el borrador de ASP de 2022 está por debajo del nivel de servicio propuesto en el presupuesto operativo de 2022. El presupuesto propuesto para 2022 incluía una extensión del servicio de la Ruta 3 de Metro al área de Southridge con la eliminación del servicio de ruta local superpuesto. El nuevo servicio frecuente de Metro de BFT se puso en marcha en junio de 2021, y las dos nuevas rutas que ahora están en funcionamiento representan casi el 30% del total de embarques entre semana. Se espera que la ampliación de la ruta 3 de Metro se base en este éxito, pero su implantación se aplazará hasta 2023.

Ruta fija

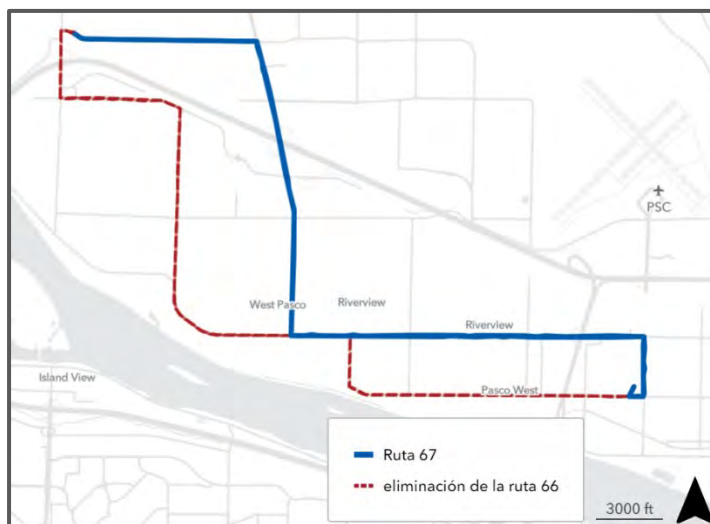
Resumen

El Plan Anual de Servicios 2022 propone la eliminación de una ruta, dos cambios importantes en la alineación de las rutas, una mejora en la frecuencia y ajustes menores en los horarios de varias rutas.

Eliminación de rutas

Ruta 66

Como parte de las mejoras previstas en el servicio de la ruta 67, la ruta 66 se eliminará en su totalidad debido al bajo número de usuarios y a la disponibilidad de alternativas cercanas. En la actualidad, la ruta 66 funciona con una frecuencia horaria fija con un solo vehículo. Los recursos que actualmente se utilizan para operar la ruta 66 se reasignarán para proporcionar un servicio mejorado de media hora en la ruta 67. Se eliminarán 32 paradas como resultado de este cambio de servicio. BFT se asegurará de que los pasajeros que actualmente utilizan la ruta 66 continúen teniendo acceso al servicio CONNECT bajo demanda.



Alineación y cambios de ruta

Ruta 64

La ruta 64 será realineada y ampliada hacia el este a lo largo de la calle A y la carretera 40; terminando en una instalación de parada designada en la carretera Sacajawea Park. Esta extensión eliminará una parte del servicio hacia el oeste a lo largo de la calle A y la avenida Wehe, y el servicio se consolidará en una alineación bidireccional a lo largo de la calle Alton y la avenida de Elm. Esta extensión está destinada a proporcionar acceso de tránsito de ruta fija a dos grandes instalaciones de distribución que estarán operativas en el otoño de 2022. Además, esta extensión también proporcionará un nuevo servicio a las casas de Lakeview Mobile Home Park.

Esta ampliación eliminará dos paradas en la calle A y en la avenida Wehe y requerirá un autobús adicional para operar la ruta 64 durante todas las horas de servicio regular. Se prevé que este cambio añada aproximadamente 3,200 horas de ingresos anuales y requerirá la adición de un (1) vehículo para el servicio dominical.

Ruta 64	Horario de funcionamiento	Avance (Min)	Vehículos	Horas de ingresos anuales (actuales)	Horas de ingresos anuales (propuestas)
Entre	06:00 am-8:00 pm	30	2	3,560	6,190
Semana					
Sábado	07:00 am – 8:00 pm	30	2	650	1,040
Domingo	08:00 am – 6:30 pm	30	2	520	760



Ruta 67

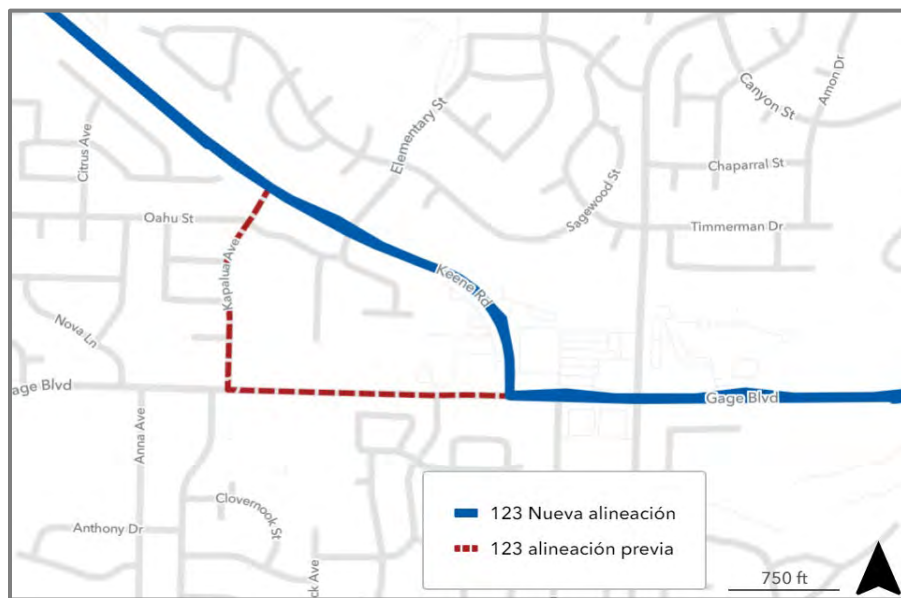
La ruta 67 se mejorará para que funcione con un horario fijo de media hora, ofreciendo mejores conexiones entre la avenida 22, la calle Court y al área comercial de la carretera 68. La ruta 67 seguirá su actual alineación a lo largo de la avenida 20, la calle Court, la carretera 68 y Sandifur Pkwy. en ambas direcciones. Esta ruta se extenderá hacia el sur a lo largo de Broadmoor Blvd. cruzando la Interestatal 182 y haciendo un bucle unidireccional de salida a lo largo de Saint Thomas Dr, Saint Francis Ln., y Chapel Hill Blvd. Esta extensión servirá mejor a los desarrollos comerciales y multifamiliares existentes y planificados, además de proporcionar conexiones a mitad de ruta con la Ruta 268. Como parte de este aumento de servicio, la ruta 66 será eliminada, y los recursos de esa ruta serán reasignados para mejorar la ruta 67.

Ruta 67	Horario de funcionamiento	Avance (Min)	Vehículos	No hay cambios significativos en los ingresos por hora
Entre	06:00 am-9:00 pm	30	2	
Semana				
Domingo	06:45 am – 9:00 pm	30	2	



Ruta 123

La ruta 123 hacia el sur será realineada para que sea paralela a la alineación hacia el norte desde la carretera Keene hasta el bulevar de Gage. Este cambio eliminará el servicio de ruta fija de la avenida de Kapalua y una parte del bulevar de Gage. Este cambio de alineamiento mejorará los tiempos de viaje y el rendimiento de la 123 en dirección sur y no se anticipa que tenga ningún impacto en las horas o millas de ingresos.



Cambios de ruta menores

- Ruta 47/48 - Cambio de alineación menor en el punto de transferencia de Dayton para utilizar una nueva sección de la calle de Auburn que conecta con la avenida 10.
- Ruta 123 - Cambio de alineación menor a lo largo de la carretera Keene y el bulevar de Gage. Elimina el servicio a lo largo de la avenida de Kapalua.

Cambios de horario menores

- - Ruta 1 - Ajuste del horario para tener en cuenta el bloque de vehículos agregado
- - Ruta 26 - Ajuste del horario para reflejar mejor el tiempo de viaje observado
- - Ruta 170 - Ajuste del horario para reflejar mejor los tiempos de viaje observados

Además, es posible que BFT tenga que realizar pequeños ajustes de horario en otras rutas y añadir, modificar o eliminar servicios de sobrecarga y de viajeros en función de la demanda.

CONNECT

En el marco del proceso del ASP 2022 se elaboró un plan de servicio CONNECT modificado. El plan de servicio de CONNECT enmendado describe el restablecimiento del servicio al concepto de servicio original, excepto que se aplicarán las tarifas regulares. Este cambio modificará CONNECT de un servicio de tarifa premium (actualmente \$3.00) a un servicio de tarifa estándar (actualmente \$1.50). Este cambio permitirá a BFT reducir las horas de servicio o eliminar las rutas de baja afluencia sin un impacto financiero para los pasajeros que podría causar un impacto en la equidad del Título VI. Se espera que los costes operativos de CONNECT estén dentro del presupuesto en 2022.

Los servicios de Via comienzan 15 minutos antes del inicio programado de los servicios de ruta fija de BFT, y terminan 15 minutos después del final programado del servicio de ruta fija.

Para obtener información adicional sobre el plan de servicio de CONNECT, consulte el Apéndice B.

ADA / Dial-A-Ride

Resumen

El servicio Dial-A-Ride de BFT ofrece servicios de transporte de punto a punto a petición de los usuarios que cumplen los requisitos. Los usuarios elegibles deben reservar los viajes con al menos 24 horas de antelación.

Cambios en el servicio

El servicio Dial-A-Ride se limitará a los trayectos que se realicen íntegramente dentro del PTBA. BFT examinará nuevas estructuras de tarifas y servicios para los viajes de DAR más allá de los límites del PTBA.

Mirando hacia adelante (2023-2025)

Centro de Tránsito Queensgate

Actualmente en fase de pre-construcción, el centro de tránsito Queensgate de BFT en la carretera Windmill cerca de la salida 3 de la Interestatal 182 servirá para mejorar la conectividad entre Kennewick, West Richland, el centro de Richland y Prosser / Benton City. Esta instalación también permitirá un futuro

servicio de alta frecuencia entre Richland, al área de Queensgate y Kennewick. Se espera que la instalación de Queensgate esté operativa en otoño de 2023.

Centro de tránsito de Oeste de Pasco

BFT está en las primeras etapas de desarrollo de un centro de tránsito en el área de Broadmoor de West Pasco. Esta instalación servirá como un punto de transferencia entre las rutas locales de Pasco y la futura Ruta 2 del Metro (Corriente 225) Una ubicación exacta para esta instalación aún no se ha determinado completamente. Se espera que esta instalación esté operativa a finales de 2024 o principios de 2025.

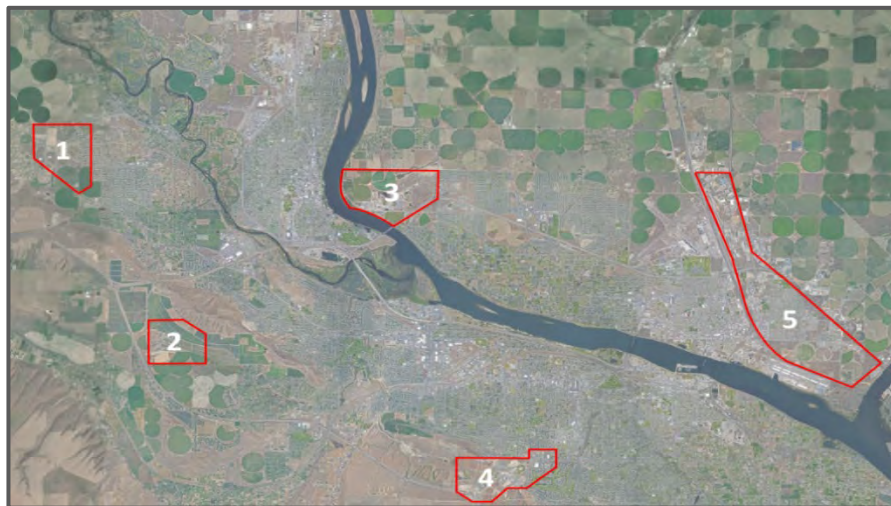
Desarrollo y uso de la tierra

Resumen

BFT tiene como objetivo orientar las futuras expansiones del servicio en torno a las necesidades y los patrones de viaje en evolución del área de servicio. BFT trabaja estrechamente con los funcionarios de planificación local y los promotores privados para garantizar que el crecimiento y el desarrollo futuros sean accesibles con Dial-A-Ride, la ruta fija o el servicio a la carta. Sin embargo, las Tri-Cities y las comunidades circundantes dentro del PTBA han crecido y se han expandido de una manera que no es totalmente propicia para operar un servicio de tránsito accesible y eficiente.

El BFT reconoce los retos de la planificación de los servicios de tránsito en este tipo de entorno construido, pero también reconoce que estos retos pueden ser superados con la aplicación de nuevas tecnologías, el fomento del desarrollo orientado al tránsito a nivel jurisdiccional y regional, y el compromiso de servir a todos aquellos que deseen acceder a nuestros servicios. Como parte del proceso de la ASP, el personal de Planificación ha identificado áreas en el PTBA que están creciendo rápidamente y que pueden requerir un servicio adicional.

Este servicio adicional se cubrirá inicialmente con el servicio a demanda CONNECT hasta que se desarrolle una demanda suficiente de servicio de ruta fija.



Áreas de crecimiento identificadas en las Tres Ciudades

1 -Ruta 224 Corredor – En el Oeste de Richland

Conectando Richland, West Richland y Benton City, el corredor de la Ruta 224 ha visto un crecimiento residencial y comercial sustancial en los últimos años. Para acomodar este crecimiento, la ciudad de West Richland y BFCOG han comenzado un proyecto de calles completas que se espera que esté terminado a mediados de 2023.

BFT ha identificado la Ruta 224 como una posible alineación para el futuro servicio de ruta fija que conecta Benton City, West Richland y el centro de Richland. Esta opción se considerará más a la espera de la finalización de los esfuerzos de planificación en curso centrados en Benton City y Prosser.

2 – Sur de Badger Mountain - Richland

Se prevé que el área de desarrollo en el sur de Badger Mountain incluya hasta 5,000 unidades residenciales cuando esté totalmente construida. Además, en los próximos años está prevista la construcción de centros comerciales y médicos en esta área. En la actualidad, BFT no tiene planes para dar servicio en esta área con tránsito de ruta fija, pero trabajará para garantizar que el área sea fácilmente accesible a través del servicio a demanda CONNECT.

3 - Broadmoor – Pasco

El área de Broadmoor en el oeste de Pasco ha sido objeto de esfuerzos de planificación y desarrollo por parte de la ciudad de Pasco, y se prevé un importante crecimiento residencial y comercial en esta área en los próximos años. BFT se ha comprometido a desarrollar un centro de tránsito en el oeste de Pasco dentro del área de desarrollo de Broadmoor. Esta instalación servirá como punto de transferencia entre las rutas locales y la futura ruta 2 del Metro (actualmente la ruta 225).

4 - Southridge - Kennewick

El área de Southridge a lo largo de la Ruta 395 se ha convertido en un importante centro comercial e institucional. Walmart, Trios Health y Southridge High School son importantes generadores de viajes para la ruta fija de BFT y el servicio a demanda CONNECT. El crecimiento residencial previsto a lo largo de Bob Olson Pkwy. y la expansión prevista del campus de Trios Health han creado la necesidad de mejorar el servicio de BFT en el área de Southridge. BFT tiene la intención de ampliar el servicio de ruta fija al área de Southridge en los próximos años y está en las primeras etapas de la planificación de un futuro centro de tránsito para servir el área.

5 – Este de Pasco

Se prevé que el área al este del centro de Pasco experimente un fuerte crecimiento en los próximos años. En particular, se prevé que la construcción de dos nuevas instalaciones de distribución al sur de la calle A genere una importante demanda de transporte público. Para satisfacer esta demanda, BFT ampliará y simplificará la ruta 64 para proporcionar cobertura de ruta fija a estas instalaciones. Como parte de esta expansión, BFT está trabajando con promotores privados para construir una instalación de parada en la carretera Sacajawea Park, que permitirá futuras oportunidades de ruta fija para el este de Pasco. Además, BFT se ha comprometido a realizar un estudio del área del este de Pasco para identificar las oportunidades de crecimiento del servicio.

Análisis de equidad de servicios del Título VI

Antecedentes

Como receptor directo de fondos federales a través de la Administración Federal de Tránsito (FTA), Ben Franklin Transit (BFT) está obligado a operar sus programas y servicios sin tener en cuenta la raza, el color y el origen nacional de acuerdo con el Título VI de la Ley de Derechos Civiles de 1964 y otras leyes aplicables. Para garantizar el cumplimiento de la política federal, BFT está obligado a realizar un análisis del Título VI cada vez que se realicen cambios en la red de rutas fijas que se clasifiquen como un cambio de servicio importante. BFT define un cambio de servicio importante como cualquier cambio en el servicio

de cualquier ruta individual que añadiría o eliminaría más del 20% de las millas de ingresos de la ruta o las horas de ingresos de la ruta. De los diversos cambios descritos en el Plan Anual de Servicios 2022, la eliminación prevista de la ruta 66 y los aumentos de servicio en las rutas 64 y 67 constituyen cambios de servicio importantes (vea Tabla 1).

Sobre la base de los resultados del análisis de equidad de servicio relativos a la ampliación de la ruta 64, la eliminación de la ruta 66 y el aumento de la frecuencia y la ampliación de la ruta 67, el personal de BFT ha llegado a la conclusión de que no se producirá un impacto dispar ni una carga desproporcionada si se aplican estos cambios de servicio previstos. Esta conclusión significa que no habrá efectos adversos aparentes en las poblaciones minoritarias o de bajos ingresos causados por los cambios de servicio recomendados en el Plan de Servicio Anual 2022. Si se implementan, estos cambios de servicio resultarán en una notable ganancia neta de servicio para las poblaciones de bajos ingresos y minorías y beneficiarán a todos los que utilizan el sistema de rutas fijas de BFT (vea Tabla 2).

Tabla 1 - Determinación del impacto desigual y la carga desproporcionada

Cambios en el servicio	Fecha efectiva	Cambio de servicio mayor	Impacto dispar	Carga desproporcionada
Ruta 47	6/20/22	No	No	No
Ruta 48	6/20/22	No	No	No
Ruta 64	8/29/22	Sí	No	No
Ruta 66	6/20/22	Sí	No (Mitigado)	No
Ruta 64	6/20/22	Sí	No	No
Ruta 123	6/20/22	No	No	No
Ajustes de calendario	6/20/22	No	No	No

Tabla 2 - Resultados del análisis de la equidad del servicio (no se han identificado efectos adversos)

La diferencia de los viajes de las personas					
Ruta	Viajes de personas	Bajos Ingresos	Minoría	Bajos Ingresos	Minoría
64	23,967,728	5,930,914	20,985,456	24.7%	87.6%
66	-73,496,520	-13,355,375	-35,860,455	18.2%	48.8%
67	100,705,854	15,507,971	58,743,181	15.4%	58.3%
Resultados	51,177,062	8,083,510	43,868,182	15.8%	85.7%

	Bajos Ingresos	Minoría
Porcentaje de impacto	15.8%	85.7%
Promedio del área	13.3%	39.1%
Delta	2.5%	46.6%

Impacto presupuestario

Horas de ingresos

Se prevé que el ASP de 2022 aumente los ingresos anuales en aproximadamente 6,200 horas. Esto equivale a un impacto presupuestario anual de aproximadamente 701,000 dólares, teniendo en cuenta un coste medio por hora de servicio de 113.05 dólares. Este aumento representa la adición de dos (2) vehículos. Un (1) vehículo se añadirá a la Ruta 1 en las horas punta durante el servicio de los días laborables, y un (1) vehículo se añadirá a la Ruta 64 durante todas las horas de servicio para permitir la expansión del servicio.

- Ruta 1: 3,000 horas de ingresos anuales de vehículos añadidos
- Ruta 64: 3,200 horas de ingresos anuales añadidas

El total de horas de ingresos anuales previstas en el ASP de 2022 es de **200,200**, muy por debajo de la cifra presupuestada de 214,000

2022 Horas de ingresos prorrateadas

- Ruta 1: 3,000 horas de ingresos de vehículos anuales añadidas
- Ruta 64: 1,300 horas de ingresos de vehículos anuales añadidas

El total de horas de ingresos prorrateados para 2022 es de **198,300**.

No se espera ningún cambio significativo en las horas de ingresos de la Ruta 66/67 o de la Ruta 123.

Trabajo

La implementación del ASP 2022 requerirá 5 operadores adicionales para el servicio de ruta fija. Dos (2) operadores para un 7º autobús en la Ruta 1, y dos (2) operadores para la extensión de la ruta 64, más un conductor de desbordamiento adicional.

Divulgación Pública

Iniciativa de difusión

El proceso de divulgación pública del ASP 2022 comenzó con la aprobación de la junta para su publicación y duró cinco (5) semanas). El proceso de divulgación pública incluyó la participación directa de la comunidad en dos (2) reuniones que se llevaron a cabo virtualmente el martes 2 de noviembre a las 6 de la noche y el jueves 4 de noviembre a las 6 de la noche. Estas reuniones se anunciaron sistemáticamente en el sitio web del BFT y en las redes sociales de la agencia. Estas reuniones fueron organizadas por el grupo de planificación y supervisadas por el departamento de marketing.

Además, se creó un foro de comentarios en la página web del BFT, que se anunció durante todo el periodo de comentarios públicos. Este foro permitió a los miembros del público ver un mapa interactivo de los cambios de servicio propuestos y hacer comentarios de forma anónima o con su nombre. No se recibieron comentarios en este foro.

Un (1) miembro del público asistió a estas reuniones para dar su opinión sobre el ASP 2022.

Comentarios del público

Un (1) miembro del público comentó que apoyaba los cambios propuestos para 2022. También señaló que le gustaría ver más servicio entre el Centro de Tránsito de Three Rivers y el área de Southridge en el futuro.

Ben Franklin Transit

2022 Annual Service Plan Title VI Service Equity Analysis

Route 64 Extension, Route 66 Elimination, and Route 67 Frequency Increase and Extension

BFT operates its programs without regard to race, color and national origin. To receive additional information on BFT's discrimination obligations, including our complaint procedures, please contact us at (509) 734-5107.

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APPENDIX B	-	Resolution 26-14 – Establishing Title VI Policies Update
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Executive Summary

Per the stipulations outlined in Federal Transit Administration (FTA) Circular 4702.1B §4, Chap.4-10, Ben Franklin Transit (BFT) will prepare a Title VI service equity analysis, where applicable, of all major service and fare changes using current FTA guidance. This documentation will be submitted to FTA as well as kept on file at BFT. The analysis will evaluate the proposed changes and their impacts on minority and low-income populations within the BFT service area, including discussion of outreach and public involvement strategies and activities used to involve and inform minority, low-income, and limited English-speaking populations throughout the decision-making process.

BFT staff is proposing fixed-route service changes that extend the current Route 64 farther into East Pasco, eliminate the low-productivity Route 66, and increase Route 67 frequency to every 30 minutes. Route 67 will also be extended to the south of I-182 to supplement service to the Chapel Hill area, which will continue to be served by Route 268. If approved, these proposed service changes will qualify as a major service change per BFT's Major Service Change Policy. BFT defines a major service change as "any change in service on any individual route that would add or eliminate more than 20% of the route revenue miles or route revenue hours". Considering that Routes 64 extension, Route 66 elimination, and Route 67 frequency increase and extension all will result in more than a 20% change in revenue hour, revenue miles/coverage area, a Title VI service equity analysis is required to understand the impacts of these changes and mitigate against any identified potential adverse effects.

Additionally, BFT is proposing several minor service changes with the intent of improving the circulation of routes 47 and 48 in and out of Dayton Transfer Point, streamlining a short segment of Route 123, and making minor schedule adherence improvements to routes 1, 26, and 170. Minor schedule adherence improvements may be made on other routes if warranted.

Upon further analysis, it was concluded that the extension of Route 64 and the frequency increase and extension of Route 67 will not result in a disparate impact (adverse effect on minority populations) or disproportionate burden (adverse effects on low-income populations) because it will substantially increase the coverage and trip availability along minority routes. The elimination of Route 66 has also been determined to be equitable in that the change borne by minority and low-income populations does not exceed over 20% of the area average. Staff recommended the elimination of Route 66 due to very low productivity both before, during, and after the height of the COVID-19 pandemic; therefore, impacts are expected to be low.

BFT will mitigate potential adverse effects by leveraging their on-demand service, CONNECT, in the low productivity areas, continuing Route 268 operations (which provides 30-minute service along Rd 84 and Chapel Hill Blvd), extending Route 67 south of I-182 to provide connections to the Chapel Hill area, and potentially adding overload/tripper type services if max loads are observed along Route 268.

For additional clarification and detail as to how BFT operates its programs without regard to race, color, national origin refer to BFT's 2019 Title VI Program and Language Assistance Plan, which can be found at <https://www.bft.org/civil-rights/>

BFT Major Service Change Policies

Title VI service and fare equity analyses will be conducted when proposed service changes constitute a major service and exceed the quantitative threshold outlined in BFT's Major Service Change, Disproportionate Burden and Discriminatory Impact policies, which were adopted by the BFT Board of Directors via Resolution 15-2013 (Appendix A). Additional changes to the Disproportionate Burden and Discriminatory Impact Policy were made via the BFT Board of Directors' adoption of Resolution 26-2014 (Appendix B). These policies are detailed below:

Major Service Change Policy

A major service change is defined as any change in service on any individual route that would add or eliminate more than 20% of the route revenue miles or route revenue hours. All major service changes will be subject to an equity analysis which includes an analysis of adverse effects. An adverse effect is defined as a geographical or time-based reduction in service which includes but is not limited to a span of service changes, frequency changes, route segment elimination, re-routing, or route elimination.

Disproportionate Burden Policy

The purpose of this policy is to establish a threshold that identifies when the adverse effects of a major service change or any fare change disproportionately affects low-income populations.

If the impact of a major service change proposal or any fare change proposal requires a low-income population to receive benefits 20% less or to bear adverse effects 20% more than those benefits or adverse effects received or borne by the non-minority population, that impact will be considered a disproportionate burden.

Disproportionate burden on routes with either span of service changes and/or frequency changes will be determined by analyzing all routes with such changes together. The disproportionate burden on routes with segment elimination, re-routing, or route elimination will be determined on a route-by-route basis.

Disparate Impact Policy

The purpose of this policy is to establish a threshold that identifies when adverse effects of a major service change or any fare change disproportionately affects members of a group identified by race, color, or national origin.

If the impact of a major service change proposal or any fare change proposal requires a minority population to receive benefits 20% less or to bear adverse effects 20% more than those benefits or adverse effects received or borne by the non-minority population, that impact will be considered a disparate impact.

Service Area Demographic Overview

BFT provides public transportation services across a 616-square mile Public Transit Benefit Area (PTBA) within Benton and Franklin counties, located in Washington State. The PTBA includes the municipalities of Kennewick, Pasco, Richland, West Richland, Benton City, Prosser, and pockets of unincorporated areas in Benton and Franklin County. BFT's operation is accounted for under a single enterprise fund, which uses the same accrual accounting method as a private enterprise. BFT has no sub-recipients and does not pass FTA funds through to sub-recipients.

The estimated population of BFT's PTBA is 272,018 as of 2020 (WA State Office of Financial Management). BFT's PTBA and surrounding areas consist of a diverse population of which 39.1% identify as a minority and 13.3% of the population has a household income at or below the federal poverty line (Figures 1 & 2).

Figure 1- Public Transit Benefit Area Minority Population Percentage

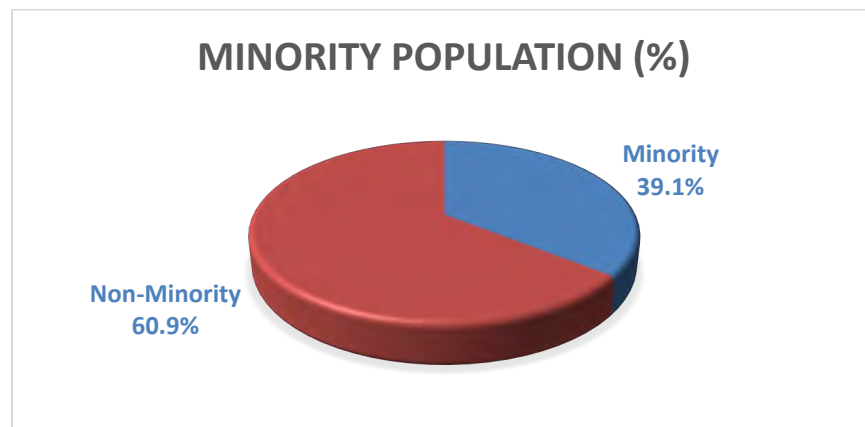
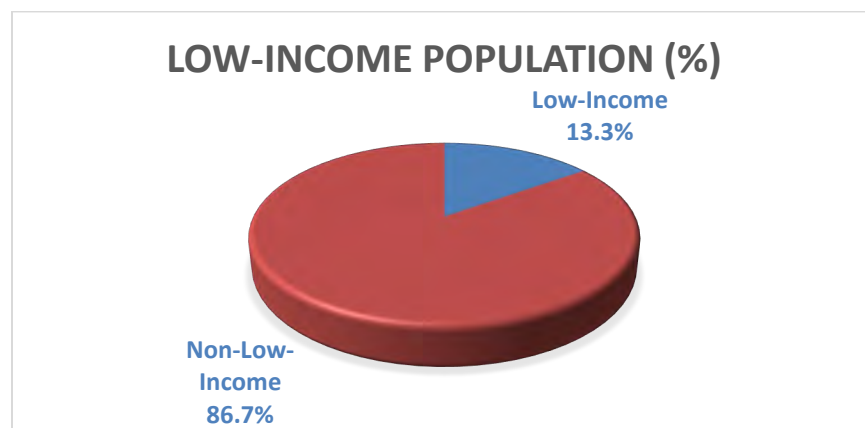
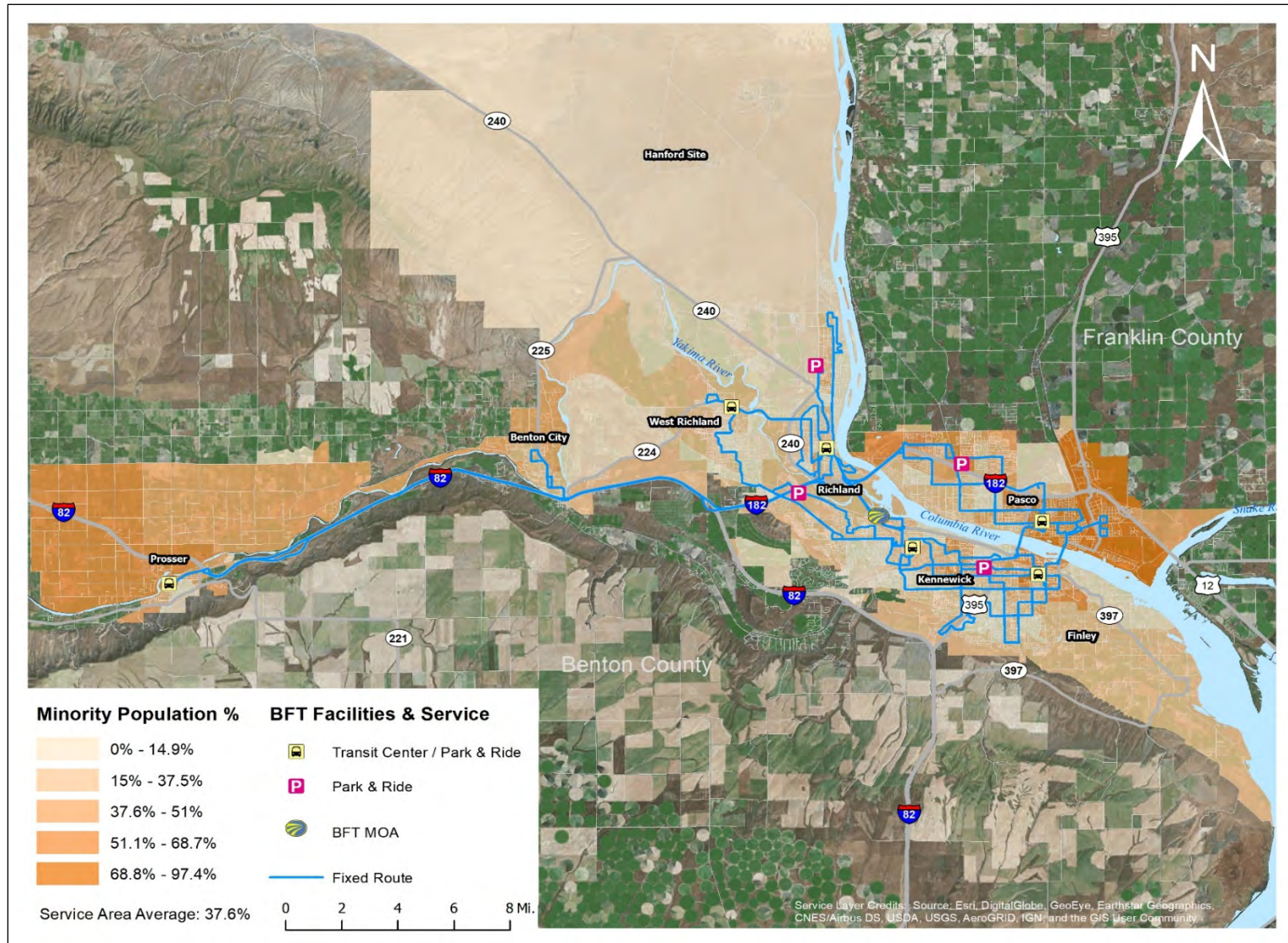


Figure 2- Public Transit Benefit Area Low-Income Population Percentage



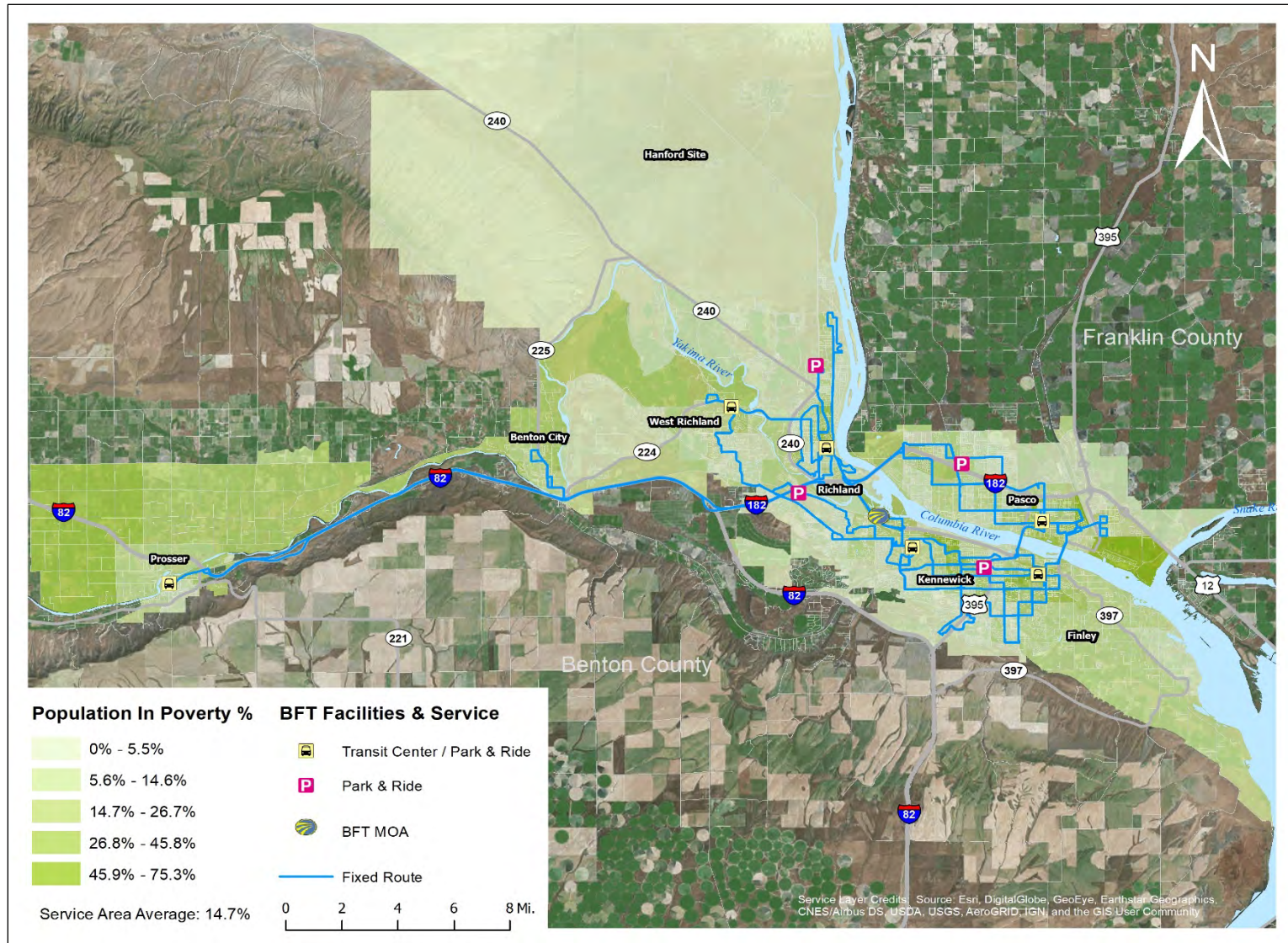
Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates

Map 1 - PTBA Minority Population Percentage by Block Group (Title VI Program)

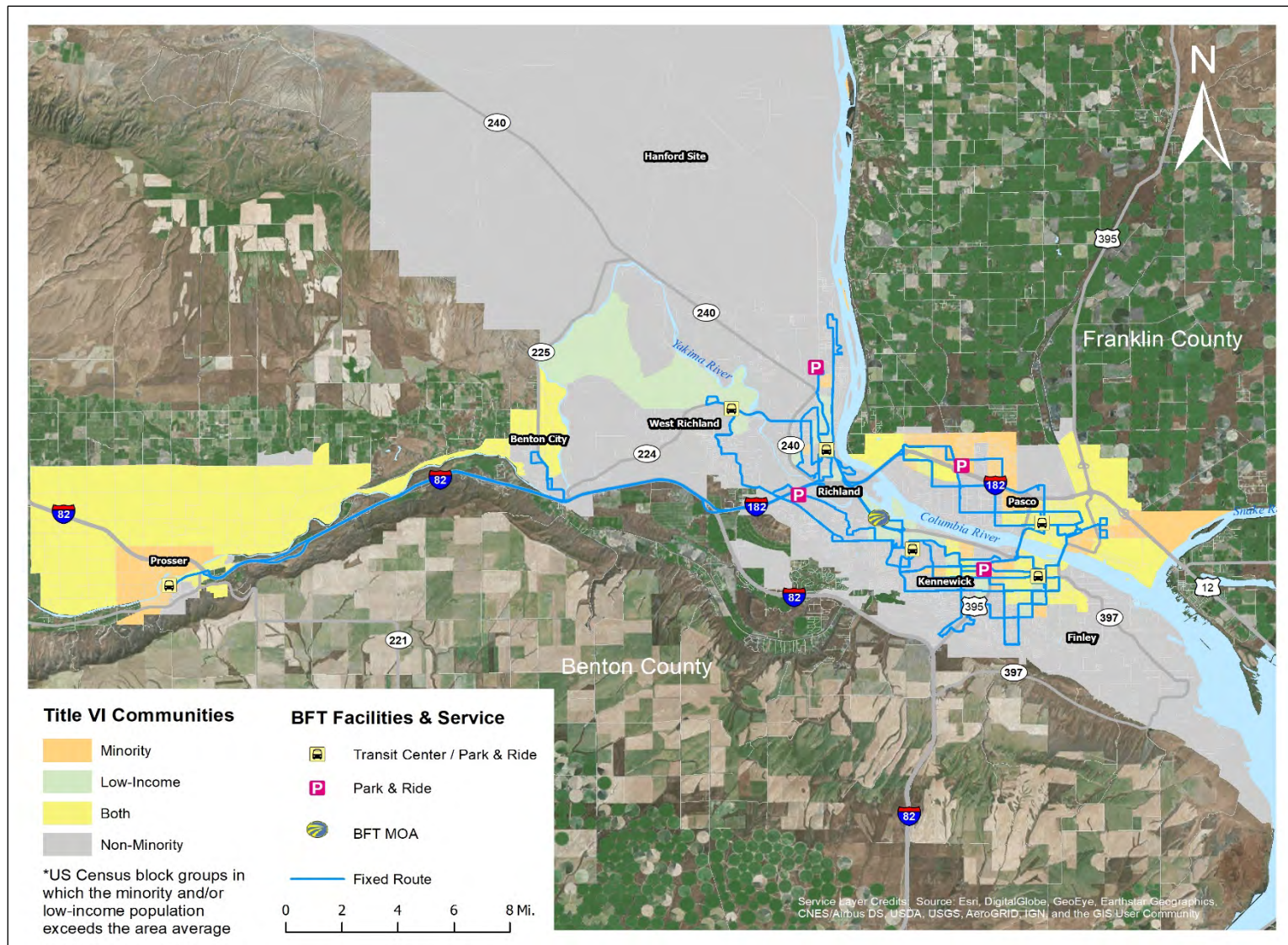


Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

Map 2 - PTBA Low-Income Population Percentage by Block Group (Title VI Program)



Map 3 - PTBA Block Groups with Minority & Low-Income Populations Over Area Average (Title VI Program)



Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate

Route 66 Elimination Overview

Recommended Route 66 Elimination Service Change Profile

- Eliminate due to low productivity
- Least productive local route in fixed route system
- Direct service to W Sylvester St and W Court St removed
- High ridership areas around Chiawana High School and Chapel Hill Blvd will still have direct service via Route 268
- Use resources to operate Route 66 to increase minority Route 67
- Considered major service change based elimination of revenue hours, miles, and coverage in West Pasco
- No disproportional burdens (low-income) expected
- Disparate impacts to minority populations is not expected based on analysis, changes borne by minorities are just below the 20% threshold BFT stipulate
- Not technically a disparate impact, but mitigation of potential disparate impacts will be put in place to ensure no adverse effects
- Elimination planned for June 2022

Demographic Breakdown:

	<u>Current Route 64</u>
Total:	8,073
Minority %:	49.6%
Low-Income%:	18.3%

Route 66 Eliminations Impacts

Table 1 - Route 66 Frequency (Elimination)

	Weekdays		Saturday		Sunday
	6 AM – 8 PM	8 PM – 10 PM	7 AM – 7 PM	7 PM – 10 PM	8 AM – 6:30 PM
Route 66 Elimination	0	0	0	0	No Current Service

Table 2 - Route 66 Service Span Changes (Elimination)

	Weekdays	Saturday	Sunday
Route 66 Elimination	Eliminated	Eliminated	No Current Service

Route 67 Frequency Increase & Extension Overview

Recommended Route 67 Service Change Profile

- Increase frequency from every 6 minutes to every 30 minutes
- Extend south of I-182 to provide connection to Chapel Hill area that will no longer be served by Route 66
- Increases service to commercial areas of W Court, Rd 68, and W Sandifur Pkwy
- No service span change
- Considered major service change based on the increase in hours and miles
- No disparate impacts (minority) or disproportional burdens (low-income) expected due to net service increase
- June 2020 implementation

Demographic Breakdown:

	<u>Current Route 67</u>	<u>Recommended Route 67</u>
Total:	11,895	12,251
Minority %:	57.9%	57.1%
Low-Income%:	14.2%	14.2%

Route 67 Recommended Frequency, Service Span, & Routing

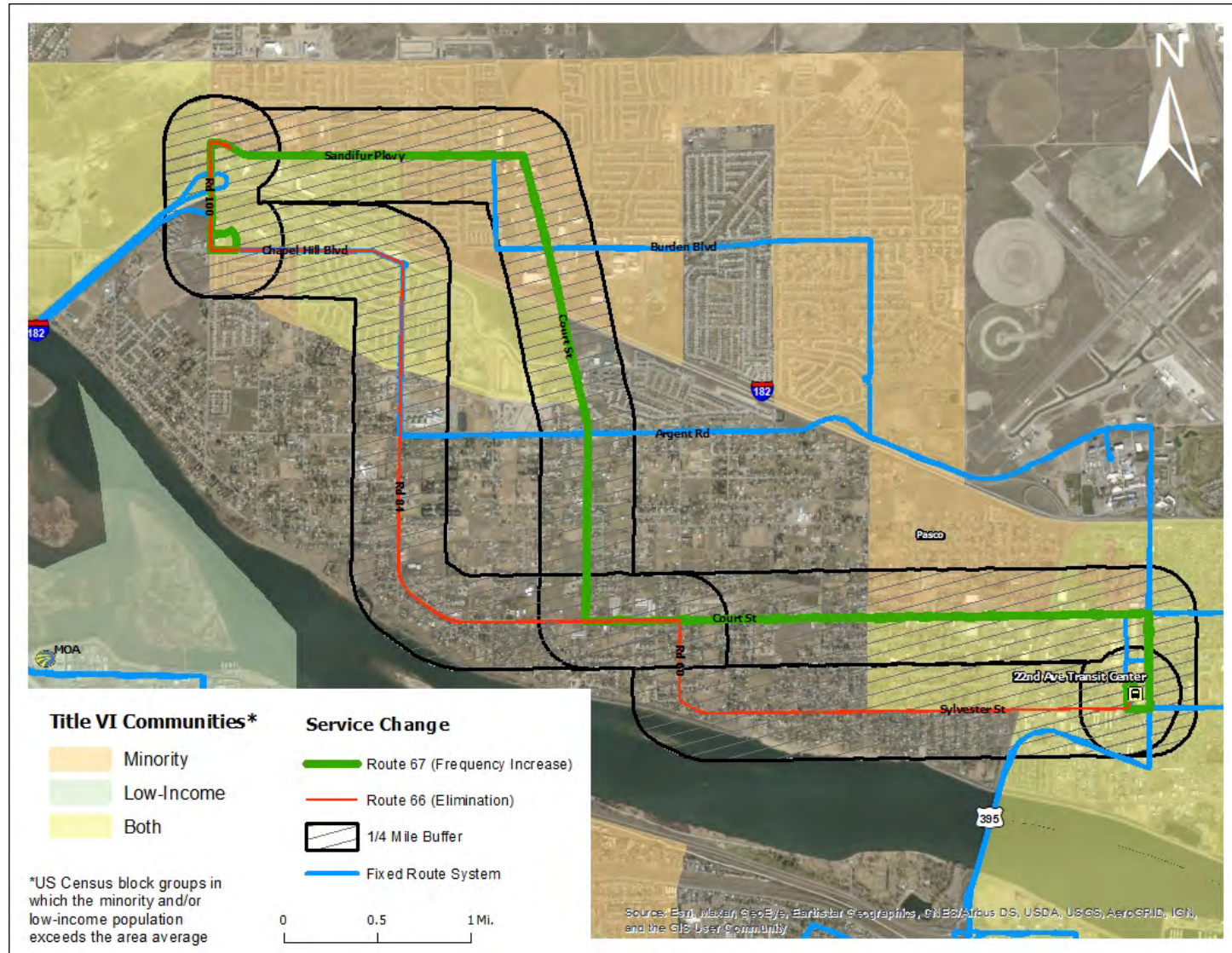
Table 3 - Route 67 Frequency (Increase)

	Weekdays		Saturdays		Sunday
	6 AM – 8 PM	8 PM – 10 PM	7 AM – 7 PM	7 PM – 10 PM	8 AM – 6:30 PM
Route 67	30	30	30	30	No Service

Table 4 - Route 67 Service Span Changes (No Changes)

	Weekday	Saturday	Sunday
Route 67	6:00 AM – 10:00 PM	7:00 AM – 10:00 PM	No Service

Map 4 –Route 66 Elimination & Route 67 Frequency Increase Service Change Impacts



Route 64 Extension Overview

Recommended Route 64 Service Change Profile

- Extend to Sacajawea Park Rd in East Pasco
- No frequency changes or service span change
- Provides service to Lakeview Mobile Home Park and two new distributions centers in East Pasco
- Contingent on City of Pasco and partners improving transit accessibility infrastructure along A St, Rd 40, and Sacajawea Park Rd
- Implementation planned for August 2022 to align with the opening of two large distributions centers in East Pasco, which have been estimated to provide jobs for around 1,500 employees
- Considered major service change based on increase in miles and coverage
- No disparate impacts (minority) or disproportional burdens (low-income) expected
- Potential June 2022 implementation date if the infrastructure is in place

Demographic Breakdown:

	<u>Current Route 64</u>	<u>Recommended Route 64</u>
Total:	7,935	8,330
Minority %:	86.8%	86.9%
Low-Income%:	25.7%	25.8%

Route 64 Recommended Frequency, Service Span, & Routing

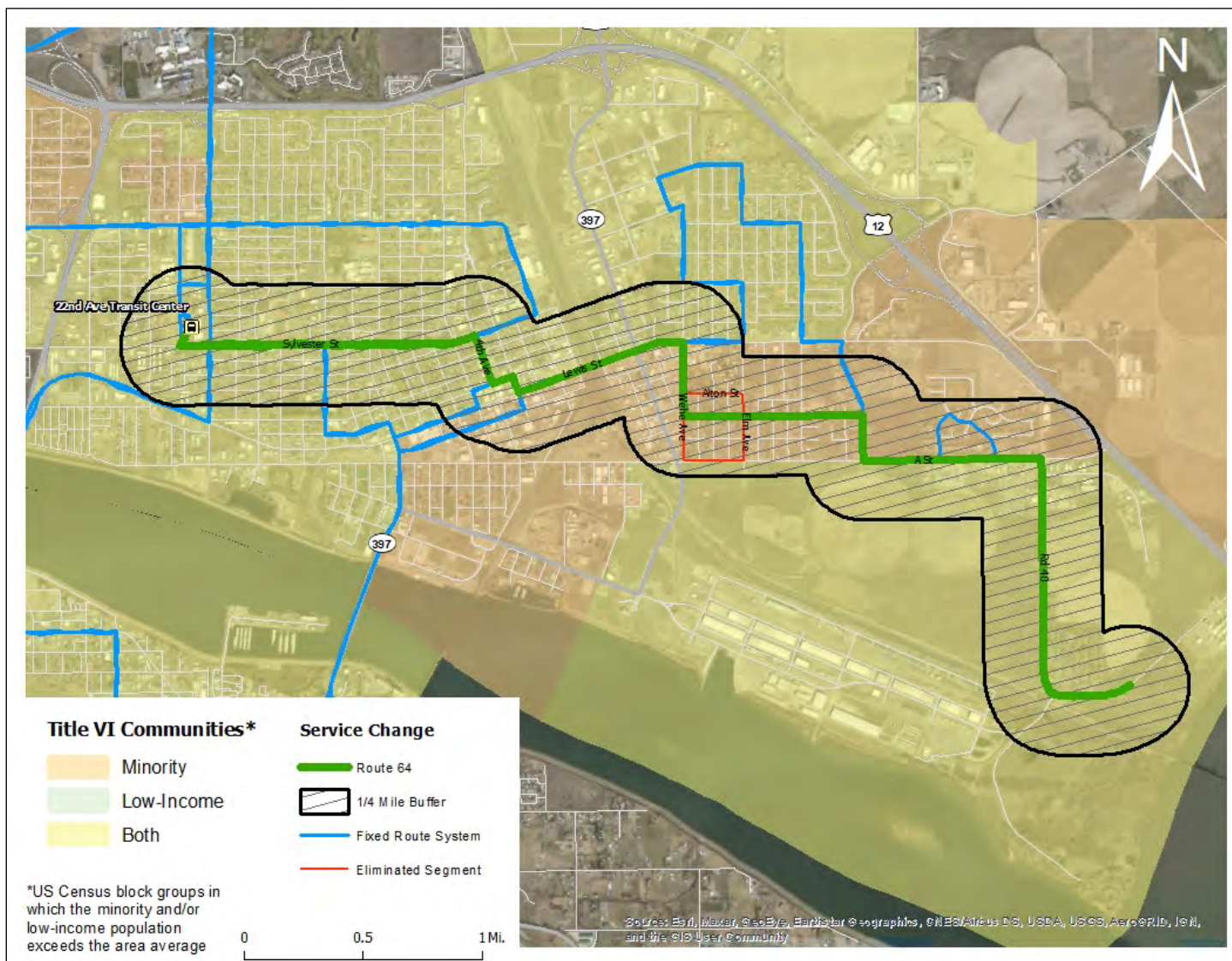
Table 5 - Route 64 Frequency (No Changes)

	Weekdays		Saturdays		Sunday
	6 AM – 8 PM	8 PM – 10 PM	7 AM – 7 PM	7 PM – 10 PM	8 AM – 6:30 PM
Recommended Route 64	30	0	30	30	30

Table 6 - Route 64 Service Span Changes (No Changes)

	Weekday	Saturday	Sunday
Recommended Route 64	6:00 AM – 8:00 PM	7:00 AM – 8:00 PM	8:00 AM – 6:30 PM

Map 5- Route 64 Extension Service Change Impacts



Recommended Minor Service Changes

The Draft 2022 ASP includes minor schedule adjustments to 6 routes:

- Route 1 – Schedule adjustment and added 7th vehicle block to maintain service reliability.
- Route 26 – Schedule adjustment to avoid certain mid-day and late-night trips from running “hot”
- Routes 47/48 – Schedule adjustments and minor alignment change in and around Dayton Transfer Point to utilize new sections of Auburn St that connects to 10th Ave.
- Route 123 – Schedule adjustment for alignment change along Keene and Gage Blvd.
- Route 170 – Schedule adjustment to better reflect observed travel times.

In addition, BFT may need to make minor schedule adjustments to other routes and add, modify, or eliminate overload and tripper services based on demand.

2022 Annual Service Plan Title VI Service Equity Analysis Results

This section details results from a service equity analysis conducted for the planned major service changes detailed in the 2022 Annual Service Plan. These major service changes include Route 64 extension, Route 66 elimination, and Route 67 frequency increase & extension.

BFT conducts service equity analyses to prevent adverse effects, disparate impact, disproportionate burdens, and unfair treatment of minority and low-income populations in BFT's service area. Specifically, BFT staff are required to "evaluate significant system-wide service and fare changes and proposed improvements at the planning and programming stages to determine whether those changes have a discriminatory impact." This service equity analysis was conducted by BFT staff to evaluate proposed service changes, which do not include any fare changes, in compliance with FTA Circular 4702.1B §4, Chap.4-10.

Given the fact that the proposed fixed-route service changes will have a widespread impact on a large percentage of the fixed-route network within Pasco, this service equity analysis was conducted on both a route-by-route basis and as well as looking at the net impact of all recommended local route changes within Pasco. That said, the recommended service changes will result in a substantial increase in service and few areas will experience decreased frequencies or service elimination. BFT has identified several mitigation efforts to ensure that no potential adverse effects occur.

Any changes to route nomenclature between service change approval and implementation will be identified and explained to both the BFT Board of Directors and the public prior to implementation.

Equity Analysis Methodology

BFT staff utilized Remix to conduct this service equity analysis. Remix has the capability to automatically generate a Title VI report (2015-2019 American Community Survey data) by comparing existing fixed routes to the proposed changes. Remix implements the following methodology to provide accurate service equity analysis data:

1. Calculate low-income and minority population within 1/4 mile of current and proposed fixed route
 - For each route, build a shape that represents the area within a quarter-mile of any of its route alignment
 - Intersect the catchment area with 2015-2019 ACS Census data. Get a list of block groups and the percentage overlap with each.
 - For each block group, take the percentage of overlap and multiply it by the block group's statistics
2. Compare the number of people-trips, before and after
 - Multiply the population near a route, times the number of trips it makes (per year), to get "people-trips"
 - Repeat for low-income and minority populations to get "low-income people-trips" and "minority people-trips"
 - Compare these numbers between the current and the proposed versions of the route, to get a set of people-trip differences. Remix compares current routes to proposed routes that have the same name.
3. Get the total difference in people-trips across the transit system
 - Repeat the process above for every route in the transit system
 - Sum the difference in people-trips. This will return three numbers: total difference in people-trips, the total difference in low-income people-trips, and the total difference in minority people-trips.
4. Calculate the change borne by low-income and minority populations
 - Divide the total difference in low-income people-trips by the total difference in people-trips to get the percentage of change borne by those with low-income
 - Repeat for minority people-trips
5. Compare the percentage change to the average in the service area
 - Calculate the average percentage of low-income and minority populations across the entire service area
 - Subtract from the change borne by those populations
 - Get two final numbers: the difference between the impact this set of transit changes had on low-income and minority populations compared to any average change

Route 64 Extension Service Equity Analysis (September 2022)

The recommended extension of Route 64 will qualify as a major service change per BFT's Major Service Change Policy due to the substantial change in the route's coverage area, revenue hours, and revenue miles. As such, a service equity analysis was conducted to determine if the recommended changes will result in a disparate impact and/or disproportionate burden for minority and low-income populations impacted.

Disparate Impact Analysis

If the impact of a major service change proposal requires a minority population to receive benefits 20% less or to bear adverse effects 20% more than those benefits or adverse effects received or borne by the non-minority population, that impact will be considered a disparate impact per BFT's Disparate Impact Policy.

Minority populations will experience 87.6% of the benefits associated with the Route 64 extension. This is 48.4% above the area average. Changes borne by minority populations will not exceed the area average by more than 20%, but the service changes will result in a substantial increase in service, so no potential disparate impacts are expected.

Disproportionate Burden Analysis

If the impact of a major service change proposal or any fare change proposal requires a low-income population to receive benefits 20% less or to bear adverse effects 20% more than those benefits or adverse effects received or borne by the non-minority population, that impact will be considered a disproportionate burden.

Low-income populations will experience 24.9% of the benefits associated with the Route 64 extension. This is 11.5% above the area average. Changes borne by low-income populations will not exceed the area average by more than 20%, meaning there will be no potential disproportionate burden. Regardless, the planned changes will result in an increase in service to low-income populations.

Table 7 – Route 64 Equity Analysis Data (Increased Service)

Baseline Fixed Route System				Proposed Service Change				Impact Breakdown (People-Trips Difference)				
Population (1/4 mi)				Population (1/4 mi)				Additional People-Trips			Change Borne	
Total	Low-Income	Minority	Annual Trips	Total	Low-Income	Minority	Annual Trips	Total	Low-Income	Minority	Low-Income	Minority
7,935	25.7%	86.8%	8,880	8,330	25.8%	86.9%	9,952	23,967,728	5,930,914	20,985,456	24.7%	87.6%
											Area Average	39.1%
											Delta	+48.4

Route 66 Elimination Service Equity Analysis (June 2022)

The recommended extension of Route 66 will qualify as a major service change per BFT's Major Service Change Policy due to the substantial change in the route's coverage area, revenue hours, and revenue miles. As such, a service equity analysis was conducted to determine if the recommended changes will result in a disparate impact and/or disproportionate burden for minority and low-income populations impacted.

Disparate Impact Analysis

If the impact of a major service change proposal requires a minority population to receive benefits 20% less or to bear adverse effects 20% more than those benefits or adverse effects received or borne by the non-minority population, that impact will be considered a disparate impact per BFT's Disparate Impact Policy.

Minority populations will experience 48.8% of the impacts associated with the elimination of Route 66. This is 9.7% above the area average. Changes borne by minority populations will not exceed the area average by more than 20%, so no potential disparate impacts are expected.

Disproportionate Burden Analysis

If the impact of a major service change proposal or any fare change proposal requires a low-income population to receive benefits 20% less or to bear adverse effects 20% more than those benefits or adverse effects received or borne by the non-minority population, that impact will be considered a disproportionate burden.

Low-income populations will experience 18.2% of the impacts associated with the elimination of Route 66. This is 4.9% above the area average. Changes borne by low-income populations will not exceed the area average by more than 20%, meaning there will be no potential disproportionate burden to low-income populations.

Table 8 – Route 66 Equity Analysis Data (Elimination)

Baseline Fixed Route System				Proposed Service Change				Impact Breakdown (People-Trips Difference)				
Population (1/4 mi)				Population (1/4 mi)				People-Trips Reduction			Change Borne	
Total	Low-Income	Minority	Annual Trips	Total	Low-Income	Minority	Annual Trips	Total	Low-Income	Minority	Low-Income	Minority
7,775	18.3%	49.9%	4,905	0	-	-	0	-73,496,520	-13,355,375	-35,860,455	18.2%	48.8%
											Area Average	39.1%
											Delta	+9.7

Route 67 Frequency Increase & Extension Service Equity Analysis (June 2022)

The recommended extension of Route 67 will qualify as a major service change per BFT's Major Service Change Policy due to the substantial change in the route's coverage area, revenue hours, and revenue miles. As such, a service equity analysis was conducted to determine if the recommended changes will result in a disparate impact and/or disproportionate burden for minority and low-income populations impacted.

Disparate Impact Analysis

If the impact of a major service change proposal requires a minority population to receive benefits 20% less or to bear adverse effects 20% more than those benefits or adverse effects received or borne by the non-minority population, that impact will be considered a disparate impact per BFT's Disparate Impact Policy.

Minority populations will experience 58.3% of the benefits associated with the Route 67 extension. This is 19.2% above the area average. Changes borne by minority populations will not exceed the area average by more than 20%, so no potential disparate impacts are expected.

Disproportionate Burden Analysis

If the impact of a major service change proposal or any fare change proposal requires a low-income population to receive benefits 20% less or to bear adverse effects 20% more than those benefits or adverse effects received or borne by the non-minority population, that impact will be considered a disproportionate burden.

Low-income populations will experience 15.4% of the benefits associated with the Route 67 extension. This is 2.1% above the area average. Changes borne by low-income populations will not exceed the area average by more than 20% and the service changes will result in a substantial increase in service, so no disproportionate burden is expected to impact low-income populations.

Table 9 – Route 67 Equity Analysis Data (Increased Service)

Baseline Fixed Route System				Proposed Service Change				Impact Breakdown (People-Trips Difference)				
Population (1/4 mi)				Population (1/4 mi)				Additional People-Trips			Change Borne	
Total	Low-Income	Minority	Annual Trips	Total	Low-Income	Minority	Annual Trips	Total	Low-Income	Minority	Low-Income	Minority
11,895	14.2%	57.9%	4,905	12,251	14.2%	57.1%	9,754	100,705,854	15,507,971	58,743,181	15.4%	58.3%
											Area Average	39.1%
											Delta	+19.2

Service Equity Analysis Summary

Based on the service equity analysis results relating to the Route 64 extension, Route 66 elimination, and Route 67 frequency increase and extension, BFT staff have concluded that no disparate impact or disproportionate burden will occur if the recommended service changes are implemented. This conclusion means that there will be no apparent adverse effects on minority or low-income populations resulting from the planned service changes outlined in the 2022 Annual Service Plan. In fact, if implemented, these service changes will result in a notable net gain of service to low-income and minority populations and will benefit all those who utilize BFT's fixed route system (See Table 10).

Table 10 – Service Equity Analysis Results (No Adverse Effects Identified)

Route	People-Trips Difference			
	People-Trips	Low Income	Minority	
64	23,967,728	5,930,914	20,985,456	24.7%
66	-73,496,520	-13,355,375	-35,860,455	18.2%
67	100,705,854	15,507,971	58,743,181	15.4%
Results	51,177,062	8,083,510	43,868,182	15.8%

	Low Income	Minority
Change Borne By	15.8%	85.7%
Area Average	13.3%	39.1%
Delta	2.5%	46.6%

Table 11 - Disparate Impact & Disproportionate Burden Determination

Service Changes	Date Effective	Major Service Change	Disparate Impact	Disproportionate Burden
Route 47	6/20/22	No	No	No
Route 48	6/20/22	No	No	No
Route 64	8/29/22	Yes	No	No
Route 66	6/20/22	Yes	No (Mitigated)	No
Route 64	6/20/22	Yes	No	No
Route 123	6/20/22	No	No	No
Schedule Adjustments	6/20/22	No	No	No

The only population that will lose direct fixed-route service if the proposed service changes outlined in the 2022 Annual Service Plan are approved would be those who live in the residential areas adjacent to where Route 66 doesn't overlap with routes 67 and 268. These areas include non-minority residential neighborhoods along W Sylvester St, W Court St, and the south end of Rd 84. In all, 32 bus stops will be removed. Of those bus stops, 2 average between 3-5 boardings per day, 9 average only 1 boarding a day, and the remaining 21 average less than 1 boarding a day. This exemplifies Route 66's low productivity and shows that the resources used to operate Route 66 would serve a greater benefit to Title VI communities if shifted to Route 67. It should also be noted that the most productive stops along Route 66, around Chiawana High School, and along Chapel Hill Blvd, will continue to be served by Route 268.

Although the elimination of Route 66 is not expected to create adverse effects for minority and low-income populations, BFT realizes that any reduction in coverage has repercussions on peoples' daily lives and routines. With that in mind, BFT has identified several mitigation efforts that will help alleviate any potential transit accessibility issues that may arise with the elimination of Route 66. These mitigation efforts include:

- Retaining service on Route 268 to serve most productive segments of current Route 66
- Extending Route 67 to serve bus stops around the intersection of Rd 100 and Chapel Hill Blvd
- Leveraging BFT's on-demand CONNECT service to provide rideshare opportunities to and from BFT's bus stops and transit centers in West Pasco
- Reducing CONNECT fare to be comparable with fixed-route fare
- Providing overload/tripper buses to accommodate for loads exceeding a 1.25 load factor along Route 268 during peak hours, if needed

BFT Staff has concluded that these mitigation efforts will reduce the potential for any inequities to occur if the service changes outlined in the 2022 Annual Service Plan are approved.

Public Outreach & Comments

The 2022 ASP public outreach process began with board approval for public release and lasted five (5) weeks). The public outreach period involved direct engagement with the community at two (2) public meetings held virtually on Tuesday, November 2nd at 6PM and Thursday, November 4th at 6PM. These meetings were consistently advertised on the BFT website as well as agency social media. These meetings were hosted by planning staff and overseen by marketing staff.

Additionally, a comment forum was created on the BFT website, and advertised throughout the public comment period. This forum allowed members of the public to view an interactive map of proposed service changes and provide named or anonymous feedback. No comments were received on this forum.

One (1) member of the public attended these meetings to give feedback on the 2022 ASP.

Public Feedback

One (1) member of the public commented that he was supportive of the proposed 2022 changes. He also noted that he would like to see more service between Three Rivers Transit Center and the Southridge area in the future.

Ben Franklin Transit

Plan anual de servicios 2022 análisis de equidad de servicios del Título VI

Ampliación de la ruta 64, eliminación de la ruta 66 y aumento de la frecuencia y extensión de la ruta 67

BFT opera sus programas sin tener en cuenta la raza, el color y el origen nacional. Para recibir información adicional sobre las obligaciones de BFT en materia de discriminación, incluidos nuestros procedimientos de reclamación, póngase en contacto con nosotros en el teléfono (509) 734-5107.

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Resumen ejecutivo

De acuerdo con las estipulaciones de la Circular 4702.1B §4, Capítulo 4-10 de la Administración Federal de Tránsito (FTA), Ben Franklin Transit (BFT) preparará un análisis de equidad de servicio del Título VI, cuando sea aplicable, de todos los cambios importantes de servicio y de tarifas utilizando la orientación actual de la FTA. Esta documentación se presentará a la FTA y se archivará en BFT. El análisis evaluará los cambios propuestos y su impacto en las poblaciones minoritarias y de bajos ingresos dentro del área de servicio de BFT, incluyendo la discusión de las estrategias de alcance y participación pública y las actividades utilizadas para involucrar e informar a las minorías, los bajos ingresos y las poblaciones que hablan una limitada cantidad de inglés a lo largo del proceso de tomar decisiones.

El personal de BFT propone cambios en el servicio de rutas fijas que extienden la actual Ruta 64 más allá del oeste de Pasco, eliminan la Ruta 66 de baja productividad y aumentan la frecuencia de la Ruta 67 a cada 30 minutos. La ruta 67 también se extenderá al sur de la I-182 para complementar el servicio al área de Chapel Hill, que seguirá siendo atendida por la ruta 268. Si se aprueban, estos cambios de servicio propuestos se considerarán un cambio de servicio importante según la política de cambios de servicio importantes de BFT. BFT define un cambio de servicio importante como "cualquier cambio en el servicio de cualquier ruta individual que añada o elimine más del 20% de las millas de ingresos de la ruta o las horas de ingresos de la ruta". Teniendo en cuenta que la ampliación de la ruta 64, la eliminación de la ruta 66 y el aumento de la frecuencia y la ampliación de la ruta 67 supondrán un cambio de más del 20% en las horas de ingresos y en las millas de ingresos/área de cobertura, es necesario realizar un análisis de equidad de servicio según el Título VI para comprender los impactos de estos cambios y mitigar cualquier efecto adverso potencial identificado.

Además, BFT propone varios cambios menores en el servicio con la intención de mejorar la circulación de las rutas 47 y 48 dentro y fuera del Punto de Transferencia de Dayton, agilizar un corto segmento de la ruta 123 y realizar pequeñas mejoras en el cumplimiento de los horarios de las rutas 1, 26 y 170. Si se justifica, se pueden realizar mejoras menores en el cumplimiento de los horarios en otras rutas.

Tras un análisis más detallado, se ha llegado a la conclusión de que la ampliación de la ruta 64 y el aumento de la frecuencia y la ampliación de la ruta 67 no supondrán un impacto dispar (efecto adverso sobre las poblaciones minoritarias) ni una carga desproporcionada (efectos adversos sobre las poblaciones de bajos ingresos) porque aumentarán sustancialmente la cobertura y la disponibilidad de viajes a lo largo de las rutas minoritarias. También se ha determinado que la eliminación de la Ruta 66 es equitativa, ya que el cambio soportado por las poblaciones minoritarias y de bajos ingresos no supera el 20% de la media de la zona. El personal recomendó la eliminación de la Ruta 66 debido a la muy baja productividad antes, durante y después del apogeo de la pandemia del COVID-19; por lo tanto, se espera que los impactos sean bajos.

BFT mitigará los posibles efectos adversos aprovechando su servicio bajo demanda, CONNECT, en las áreas de baja productividad, continuando con las operaciones de la Ruta 268 (que proporciona un servicio de 30 minutos a lo largo de la carretera 84 y Chapel Hill Blvd), ampliando la Ruta 67 al sur de la

I-182 para proporcionar conexiones con el área de Chapel Hill, y añadiendo potencialmente servicios de sobrecarga/exceso si se observan cargas máximas a lo largo de la Ruta 268.

Para obtener más aclaraciones y detalles sobre cómo BFT opera sus programas sin tener en cuenta la raza, el color o el origen nacional, consulte el Programa del Título VI y el Plan de Asistencia Lingüística de BFT para 2019, que se puede encontrar en <https://www.bft.org/civil-rights/>.

Políticas de BFT sobre cambios importantes en el servicio

Los análisis de equidad tarifaria y de servicios del Título VI se llevarán a cabo cuando los cambios de servicio propuestos constituyan un servicio importante y superen el umbral cuantitativo descrito en las políticas de Cambio de Servicio Importante, Carga Desproporcionada e Impacto Discriminatorio de BFT, que fueron adoptadas por el Consejo de Administración de BFT mediante la Resolución 15-2013 (Apéndice A). El Consejo de Administración de BFT adoptó la Resolución 26-2014 (Apéndice B) para introducir cambios adicionales en las políticas de carga desproporcionada e impacto discriminatorio. Estas políticas se detallan a continuación:

Política de cambios importantes en los servicios

Un cambio de servicio importante se define como cualquier cambio en el servicio de cualquier ruta individual que añadiría o eliminaría más del 20% de las millas de ingresos de la ruta o las horas de ingresos de la ruta. Todos los cambios de servicio importantes estarán sujetos a un análisis de equidad que incluye un análisis de los efectos adversos. Un efecto adverso se define como una reducción geográfica o de tiempo en el servicio que incluye, pero no se limita a, un lapso de cambios en el servicio, cambios de frecuencia, eliminación de segmentos de ruta, desvío de rutas o eliminación de rutas.

Política de carga desproporcionada

El propósito de esta política es establecer un umbral que identifique cuándo los efectos adversos de un cambio de servicio importante o de cualquier cambio de tarifa afectan desproporcionadamente a las poblaciones de bajos ingresos.

Si el impacto de una propuesta de cambio de servicio importante o de cualquier propuesta de cambio de tarifa requiere que una población de bajos ingresos reciba un 20% menos de beneficios o soporte efectos adversos un 20% más que esos beneficios o efectos adversos recibidos o soportados por la población no minoritaria, ese impacto se considerará una carga desproporcionada.

La carga desproporcionada en las rutas con cambios en el alcance del servicio y/o en la frecuencia se determinará analizando todas las rutas con dichos cambios en conjunto. La carga desproporcionada en las rutas con eliminación de segmentos, desvíos o eliminación de rutas se determinará ruta por ruta.

Política de impacto dispar

El propósito de esta política es establecer un umbral que identifique cuándo los efectos adversos de un cambio de servicio importante o de cualquier cambio de tarifa afectan desproporcionadamente a los miembros de un grupo identificado por su raza, color y origen nacional.

Si el impacto de una propuesta de cambio de servicio importante o de cualquier propuesta de cambio de tarifa requiere que una población minoritaria reciba un 20% menos de beneficios o soporte efectos adversos un 20% más que esos beneficios o efectos adversos recibidos o soportados por la población no minoritaria, ese impacto se considerará un impacto dispar.

Descripción demográfica del área de servicio

BFT proporciona servicios de transporte público en un área de beneficio de transporte público (PTBA) de 616 millas cuadradas dentro de los condados de Benton y Franklin, situados en el estado de Washington. El PTBA incluye los municipios de Kennewick, Pasco, Richland, West Richland, Benton City, Prosser y zonas no incorporadas en los condados de Benton y Franklin. El funcionamiento de BFT se contabiliza en un único fondo empresarial, que utiliza el mismo método de contabilidad de devengo que una empresa privada. BFT no tiene sub-receptores y no pasa los fondos de la FTA a los sub-receptores.

La población estimada del PTBA de BFT es de 272,018 habitantes en 2020 (Oficina de Gestión Financiera del Estado de Washington). El PTBA de BFT y las áreas circundantes consisten en una población diversa de la cual el 39.1% se identifica como minoría y el 13.3% de la población tiene un ingreso familiar en o por debajo de la línea de pobreza federal (figura 1 y 2).

Figura 1 - Área de beneficio del transporte público Porcentaje de población minoritaria

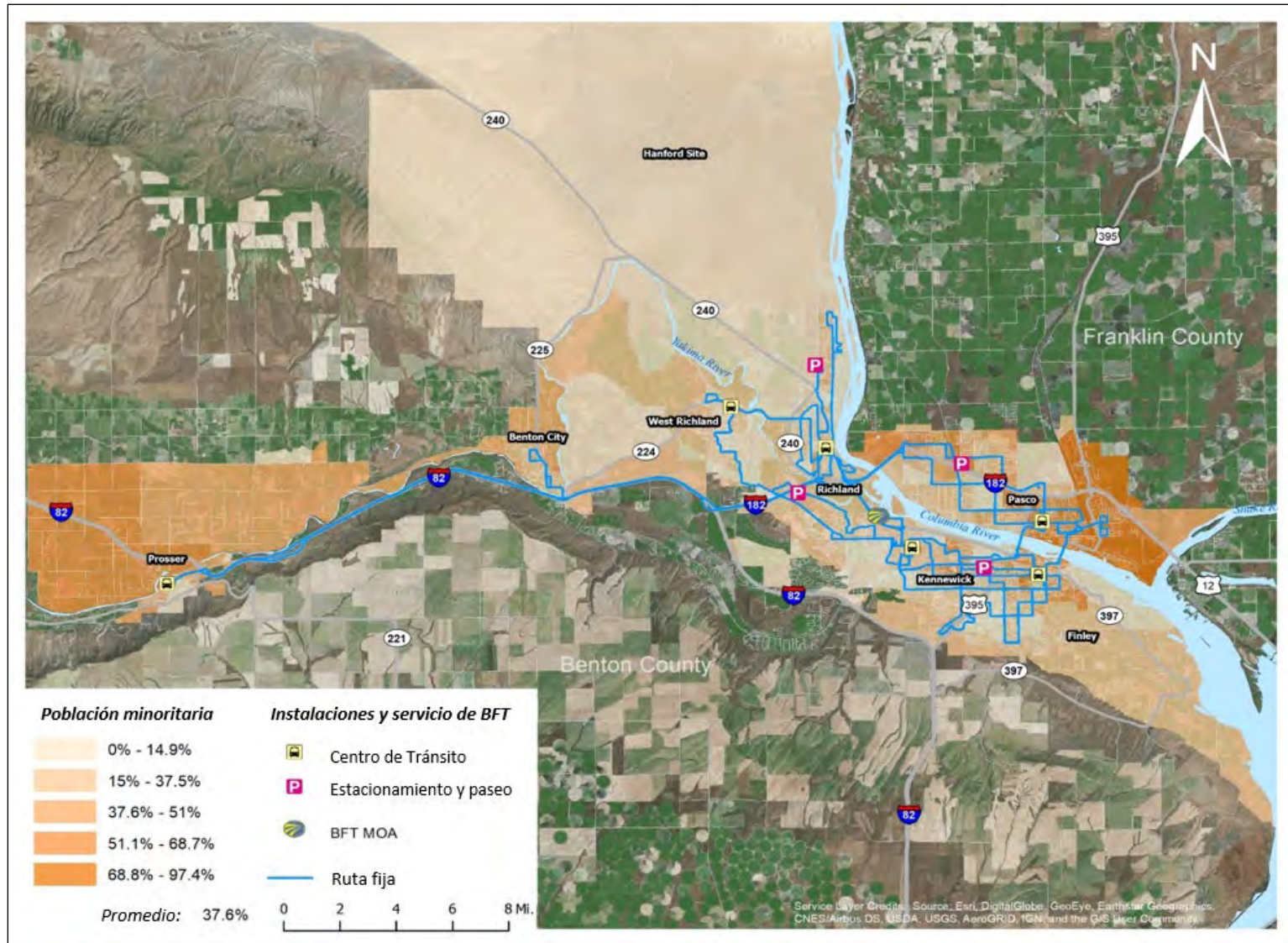


Figura 2 - Área de beneficio del transporte público Porcentaje de población con bajos ingresos



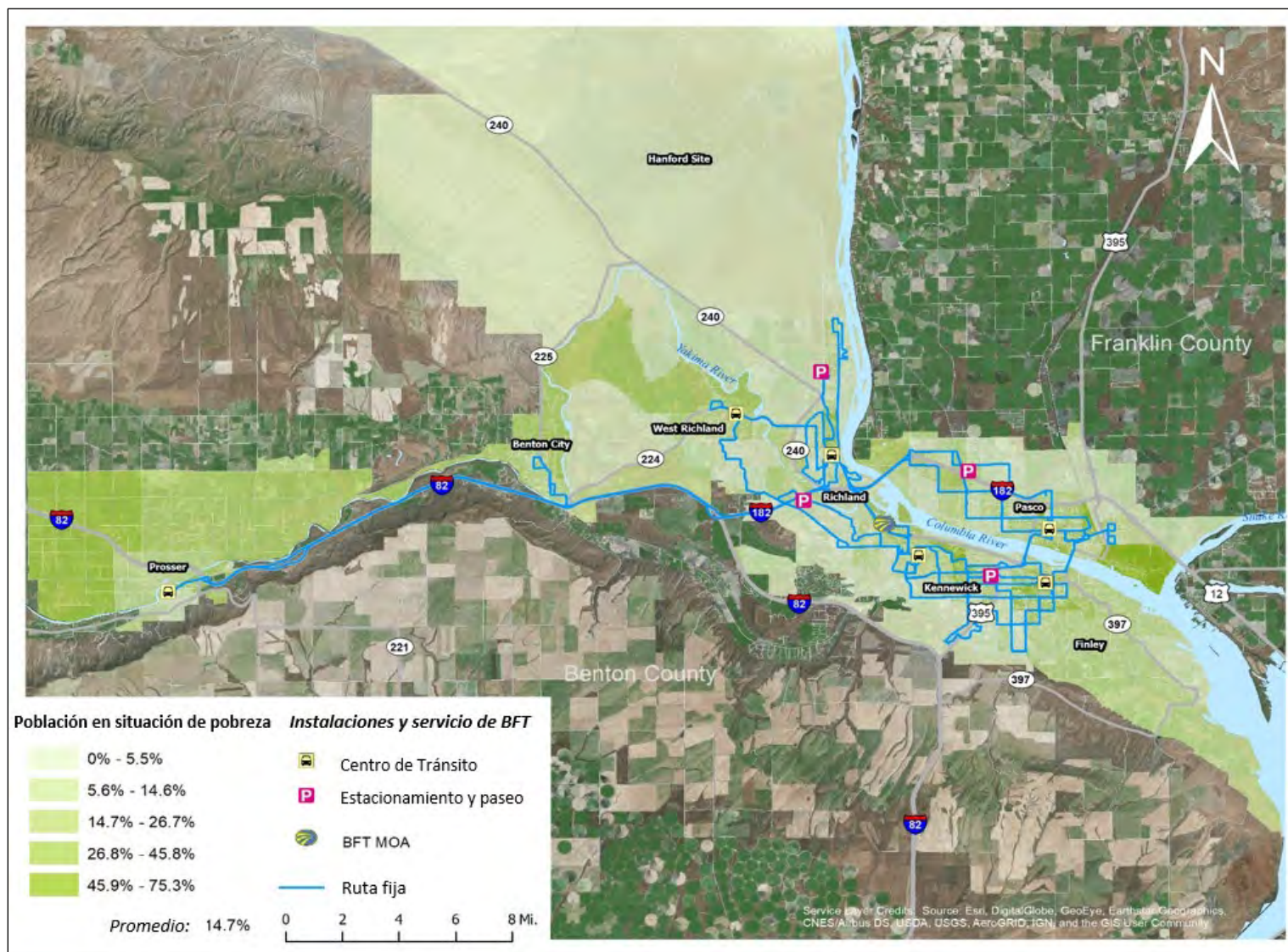
Fuente: Oficina del Censo de los Estados Unidos, 2015-2019 Comunidad Estadounidense (ACS) Estimaciones de Encuesta de 5 años

Mapa 1 - Porcentaje de población minoritaria del PTBA por grupo de bloques (Programa del Título VI)



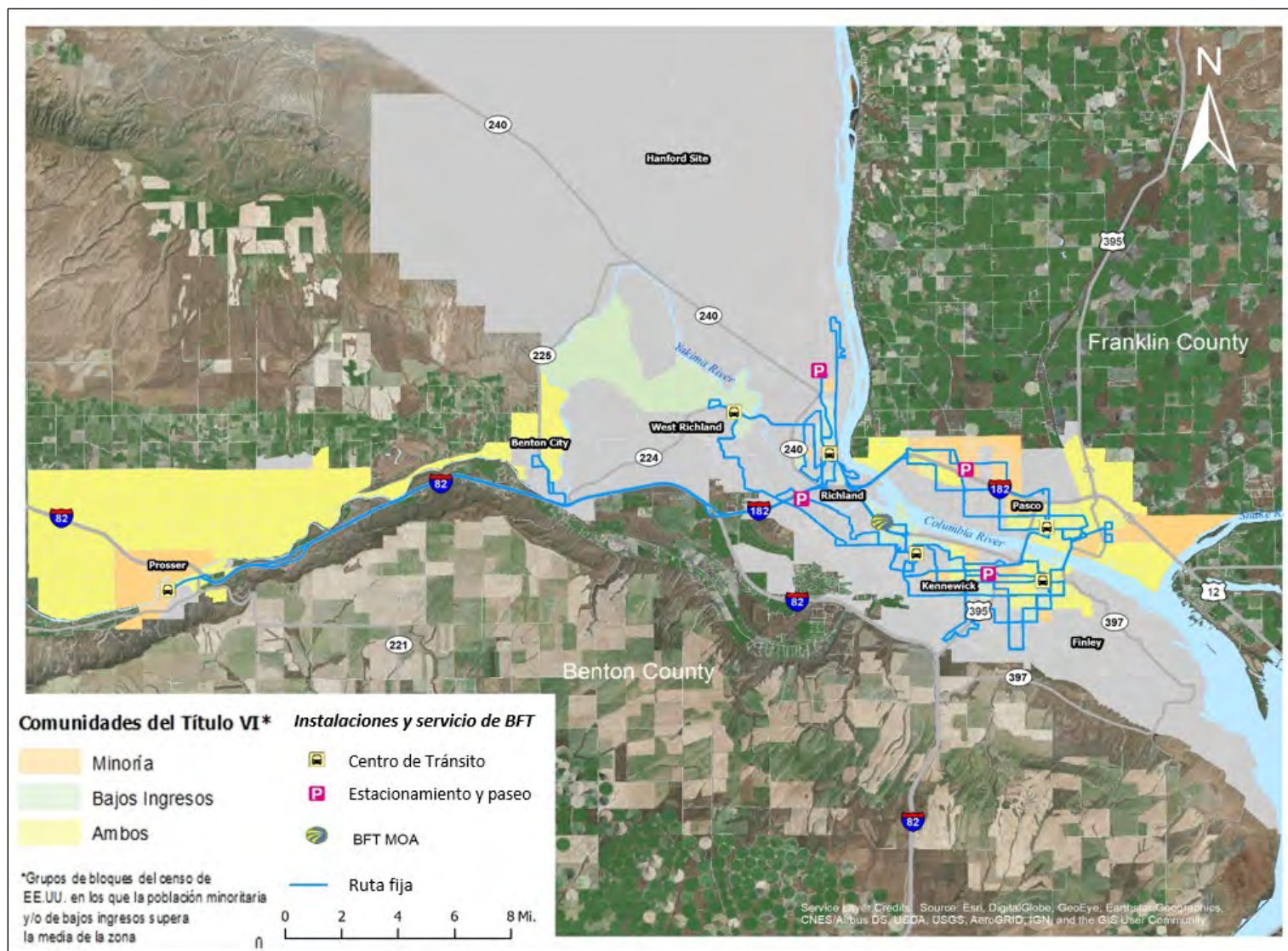
Fuente: Oficina del Censo de los Estados Unidos, 2015-2019 Comunidad Estadounidense (ACS) Estimaciones de Encuesta de 5 años

Mapa 2 - Porcentaje de población de bajos ingresos del PTBA por grupo de bloque (Programa del Título VI)



Fuente: Oficina del Censo de los Estados Unidos, 2015-2019 Comunidad Estadounidense (ACS) Estimaciones de Encuesta de 5 años

Mapa 3 - Grupos de bloques del PTBA con poblaciones minoritarias y de bajos ingresos por encima de la media del área (Programa del Título VI)



Fuente: Oficina del Censo de los Estados Unidos, 2015-2019 Comunidad Estadounidense (ACS) Estimaciones de Encuesta de 5 años

Resumen de la eliminación de la Ruta 66

Recomendación de eliminación de la Ruta 66 Perfil de cambio de servicio

- Eliminar debido a la baja productividad
- Ruta local menos productiva en el sistema de rutas fijas
- Se elimina el servicio directo a la calle oeste de Sylvester y oeste de la calle Court
- Las áreas de alto tráfico alrededor de Chiawana High School y Chapel Hill Blvd. seguirán teniendo servicio directo a través de la Ruta 268
- Utilizar los recursos para operar la Ruta 66 para aumentar la minoría de la Ruta 67
- Se considera un cambio de servicio importante basado en la eliminación de horas de ingresos, millas y cobertura en oeste de Pasco
- No se esperan cargas desproporcionadas (bajos ingresos)
- No se esperan impactos dispares en las poblaciones minoritarias según el análisis, los cambios soportados por las minorías están justo por debajo del umbral del 20% que estipula la BFT
- Técnicamente no se trata de un impacto dispar, pero se establecerá una mitigación de los posibles impactos dispares para garantizar que no se produzcan efectos adversos
- Eliminación prevista para junio de 2022

Desglose demográfico:

	<u>Ruta Actual 64</u>
Total:	8,073
Minoría%:	49.6%
Bajos Ingresos %:	18.3%

Impactos de la eliminación de la Ruta 66

Tabla 1 - Frecuencia de la Ruta 66 (Eliminación)

	Entre Semana		Sábados		Domingos
	6 AM – 8 PM	8 PM – 10 PM	7 AM – 7 PM	7 PM – 10 PM	8 AM – 6:30 PM
Eliminación de Ruta 66	0	0	0	0	No hay servicio actual

Tabla 2 - Cambios en la extensión del servicio de la Ruta 66 (eliminación)

	Entre Semana	Sábados	Domingos
Eliminación de Ruta 66	Eliminado	Eliminado	No hay servicio actual

Aumento de la frecuencia y extensión de la ruta 67

Perfil de cambio de servicio de la Ruta 67 recomendada

- Aumentar la frecuencia de cada 6 minutos a cada 30 minutos
- Extender al sur de la I-182 para proporcionar una conexión con el área de Chapel Hill a la que ya no llegará la Ruta 66
- Aumenta el servicio a las zonas comerciales del oeste de la calle Court, la carretera 68 y oeste de Sandifur Pkwy
- No hay cambios en la extensión del servicio
- Se considera un cambio de servicio importante por el aumento de horas y kilómetros
- No se esperan impactos dispares (minorías) o cargas desproporcionadas (bajos ingresos) debido al aumento neto del servicio
- Implementación en junio de 2020

Desglose demográfico:

	<u>Ruta actual 67</u>	<u>Ruta 67 recomendada</u>
Total:	11,895	12,251
Minoría%:	57.9%	57.1%
Bajos Ingresos %:	14.2%	14.2%

Ruta 67 Frecuencia recomendada, duración del servicio y enrutamiento

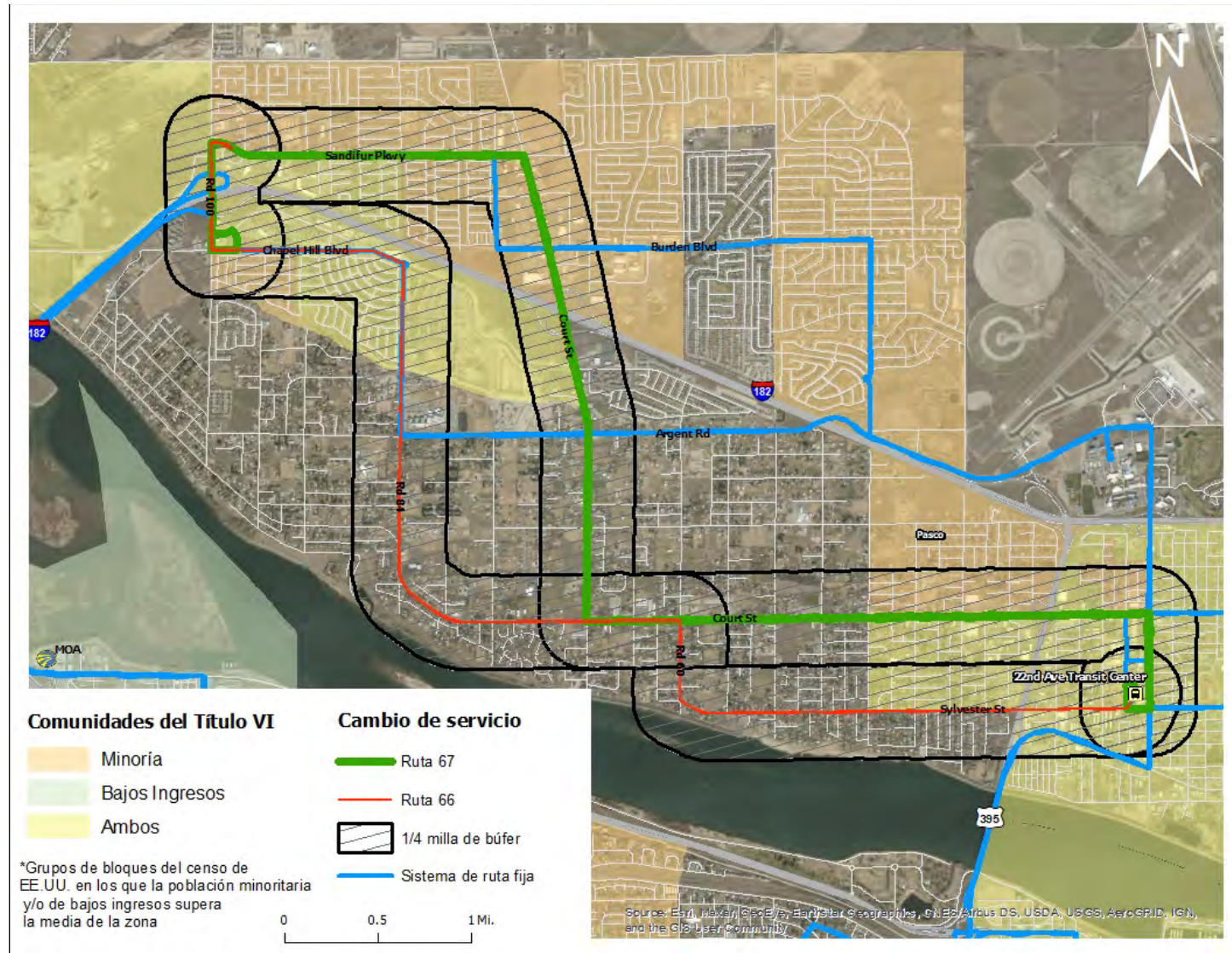
Tabla 3 - Frecuencia de la ruta 67 (aumento)

	Entre Semana		Sábados		Domingos
	6 AM – 8 PM	8 PM – 10 PM	7 AM – 7 PM	7 PM – 10 PM	8 AM – 6:30 PM
Ruta 67	30	30	30	30	No hay servicio actual

Tabla 4 - Cambios en la extensión del servicio de la ruta 67 (sin cambios)

	Entre Semana	Sábados	Domingos
Ruta 67	6:00 AM – 10:00 PM	7:00 AM – 10:00 PM	No hay servicio actual

Mapa 4 - Eliminación de la ruta 66 y aumento de la frecuencia de la ruta 67 Impactos del cambio de servicio



Resumen de la ampliación de la Ruta 64

Perfil de cambio de servicio de la Ruta 64 recomendada

- Extender hasta la carretera de Sacajawea Park en el este de Pasco
- No hay cambios en la frecuencia ni en el alcance del servicio
- Proporciona servicio a Lakeview Mobile Home Park y a dos nuevos centros de distribución en el este de Pasco
- Depende de que la ciudad de Pasco y sus socios mejoren la infraestructura de acceso al tránsito a lo largo de la calle A, la carretera 40 y a la carretera Sacajawea Park
- Implementación planificada para agosto de 2022 para alinear con la apertura de dos grandes centros de distribución en el este de Pasco, que se ha estimado para proporcionar puestos de trabajo para alrededor de 1,500 empleados
- Se considera un cambio de servicio importante basado en el aumento de millas y cobertura
- No se esperan impactos dispares (minorías) o cargas desproporcionadas (bajos ingresos)
- Posible fecha de implantación en junio de 2022 si la infraestructura está en marcha

Desglose demográfico:

	<u>Ruta actual 64</u>	<u>Ruta 64 recomendada</u>
Total:	7,935	8,330
Minoría %:	86.8%	86.9%
Bajos Ingresos %:	25.7%	25.8%

Ruta 64 Frecuencia recomendada, duración del servicio y enrutamiento

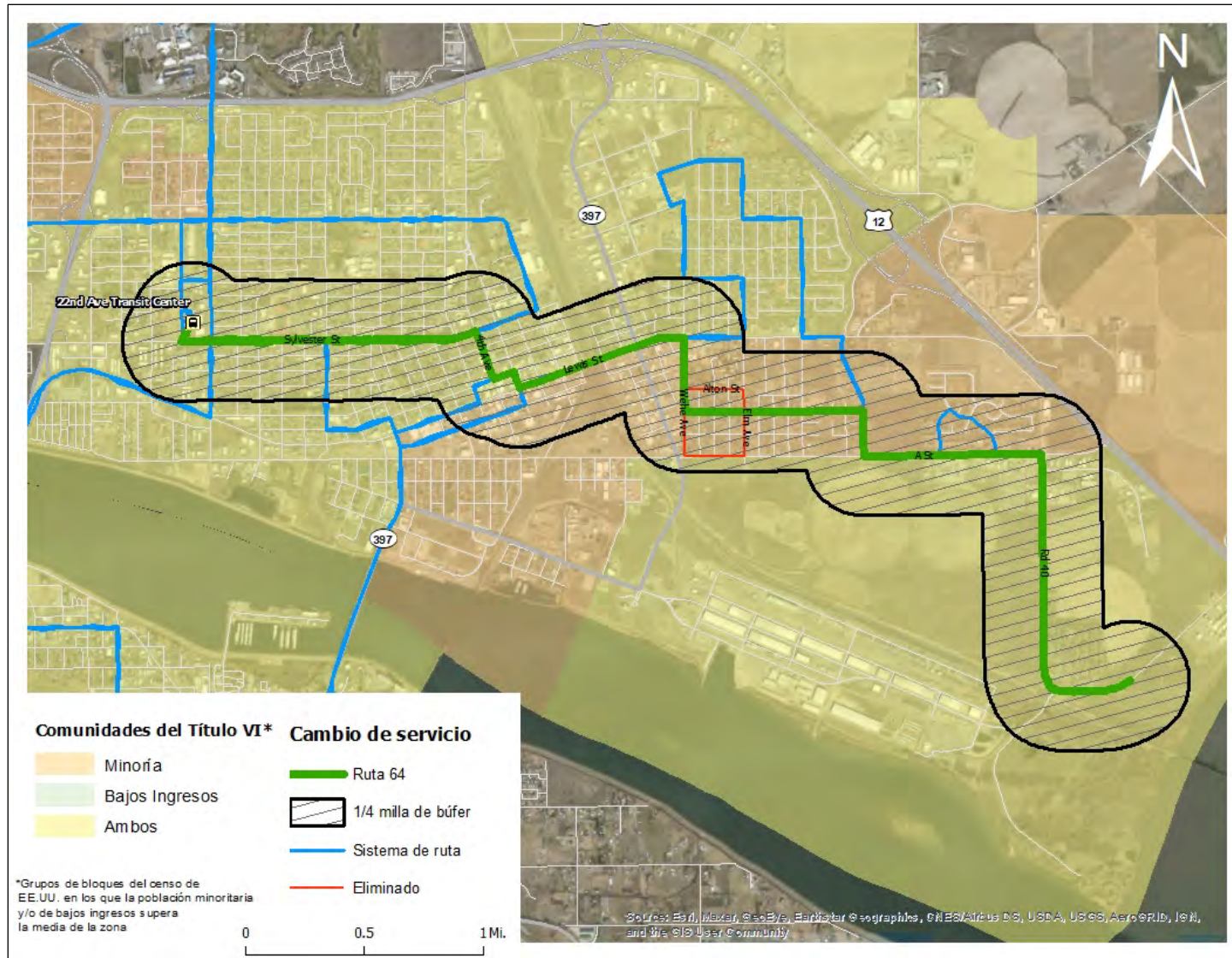
Tabla 5 - Frecuencia de la ruta 64 (sin cambios)

	Entre Semana		Sabados		Domingos
	6 AM – 8 PM	8 PM – 10 PM	7 AM – 7 PM	7 PM – 10 PM	8 AM – 6:30 PM
Ruta 64 recomendada	30	0	30	30	30

Tabla 6 - Cambios en la extensión del servicio de la ruta 64 (sin cambios)

	Entre Semana	Sabados	Domingos
Ruta 64 recomendada	6:00 AM – 8:00 PM	7:00 AM – 8:00 PM	8:00 AM – 6:30 PM

Mapa 5 - Impactos del cambio de servicio de la extensión de la ruta 64



Cambios de servicio menores recomendados

El borrador del ASP 2022 incluye pequeños ajustes de horarios en 6 rutas:

- Ruta 1 - Ajuste del horario y adición de un séptimo bloque de vehículos para mantener la fiabilidad del servicio.
- Ruta 26 - Ajuste de horarios para evitar que ciertos viajes de mediodía y de noche funcionen "en caliente".
- Rutas 47/48 - Ajustes de horario y cambio de alineación menor en y alrededor del Punto de Transferencia de la calle Dayton para utilizar las nuevas secciones de la calle de Auburn que conecta con la avenida 10.
- Ruta 123 - Ajuste del horario para el cambio de alineación a lo largo de la carretera Keene y Gage Blvd.
- Ruta 170 - Ajuste del horario para reflejar mejor los tiempos de viaje observados.

Además, es posible que BFT tenga que realizar pequeños ajustes de horario en otras rutas y añadir, modificar o eliminar servicios de sobrecarga y de viajeros en función de la demanda.

Plan anual de servicios 2022 Resultados del análisis de equidad de servicios del Título VI

Esta sección detalla los resultados de un análisis de equidad de servicio realizado para los principales cambios de servicio planificados detallados en el Plan de Servicio Anual 2022. Estos grandes cambios de servicio incluyen la ampliación de la Ruta 64, la eliminación de la Ruta 66 y el aumento de la frecuencia y la ampliación de la Ruta 67.

BFT lleva a cabo análisis de equidad de servicio para evitar efectos adversos, impactos dispares, cargas desproporcionadas y tratamiento injusto de las poblaciones minoritarias y de bajos ingresos en el área de servicio de BFT. En concreto, el personal de BFT está obligado a "valorar los cambios significativos de servicios y tarifas en todo el sistema y las mejoras propuestas en las fases de planificación y programación para determinar si esos cambios tienen un impacto discriminatorio". El personal de BFT realizó este análisis de equidad del servicio para evaluar los cambios de servicio propuestos, que no incluyen ningún cambio de tarifa, en cumplimiento de la Circular 4702.1B §4, capítulo 4-10 de la FTA.

Dado el hecho de que los cambios propuestos en el servicio de ruta fija tendrán un impacto generalizado en un gran porcentaje de la red de ruta fija dentro de Pasco, este análisis de equidad de servicio se llevó a cabo tanto sobre una base de ruta por ruta, así como mirando el impacto neto de todos los cambios recomendados en las rutas locales dentro de Pasco. Dicho esto, los cambios de servicio recomendados resultarán en un aumento sustancial del servicio y pocas áreas experimentarán una disminución de las frecuencias o la eliminación del servicio. BFT ha identificado varios esfuerzos de mitigación para asegurar que no se produzcan efectos adversos potenciales.

Cualquier cambio en la nomenclatura de las rutas entre la aprobación del cambio de servicio y su implementación se identificará y explicará tanto al Consejo de Administración de BFT como al público antes de su implementación.

Metodología de análisis de la equidad variable

El personal de BFT utilizó Remix para llevar a cabo este análisis de equidad del servicio. Remix tiene la capacidad de generar automáticamente un informe del Título VI (datos de la Encuesta de la Comunidad Americana 2015-2019) comparando las rutas fijas existentes con los cambios propuestos. Remix implementa la siguiente metodología para proporcionar datos precisos de análisis de equidad de servicio:

1. Calcular la población de bajos ingresos y de minorías en un radio de 1/4 de milla de las rutas fijas actuales y propuestas
 - Para cada ruta, construir una forma que represente el área dentro de un cuarto de milla de cualquiera de su alineación de ruta
 - Intersecte el área de captación con los datos del censo ACS 2015-2019. Obtenga una lista de grupos de bloques y el porcentaje de superposición con cada uno.
 - Para cada grupo de bloques, tome el porcentaje de superposición y multiplíquelo por las estadísticas del grupo de bloques
2. Comparar el número de personas que se desplazan, antes y después
 - Multiplique la población cercana a una ruta, por el número de viajes que realiza (al año), para obtener los "viajes de personas"
 - Repita la operación con las poblaciones de bajos ingresos y de minorías para obtener los "viajes de personas de bajos ingresos" y los "viajes de personas de minorías".
 - Comparar estas cifras entre las versiones actual y propuesta de la ruta, para obtener un conjunto de diferencias de viajes de personas. Remix compara las rutas actuales con las rutas propuestas que tienen el mismo nombre
3. Obtenga la diferencia total de viajes de personas en todo el sistema de transporte
 - Repita el proceso anterior para cada ruta del sistema de transporte
 - Sume la diferencia de viajes de personas. Esto arrojará tres números: la diferencia total de viajes de personas, la diferencia total de viajes de personas de bajos ingresos y la diferencia total de viajes de personas de minorías.
4. Calcule el cambio soportado por las poblaciones de bajos ingresos y las minorías
 - Divida la diferencia total de viajes de personas con bajos ingresos entre la diferencia total de viajes de personas para obtener el porcentaje de cambio soportado por las personas con bajos ingresos
 - Repita la operación para los viajes de las minorías
5. Comparar el porcentaje de cambio con la media del área de servicio
 - Calcule el porcentaje medio de personas con bajos ingresos y de minorías en toda el área de servicio
 - Reste del cambio soportado por esas poblaciones
 - Obtenga dos números finales: la diferencia entre el impacto que este conjunto de cambios en el tránsito tuvo en las poblaciones de bajos ingresos y minorías en comparación con cualquier cambio promedio

Análisis de la equidad del servicio de la extensión de la ruta 64 (septiembre 2022)

La ampliación recomendada de la ruta 64 se considerará un cambio de servicio importante según la política de cambios de servicio importantes de BFT debido al cambio sustancial en el área de cobertura de la ruta, las horas de ingresos y las millas de ingresos. Por ello, se ha realizado un análisis de equidad del servicio para determinar si los cambios recomendados tendrán un impacto dispar y/o una carga desproporcionada para las poblaciones minoritarias y de bajos ingresos afectadas.

Análisis del impacto dispar

Si el impacto de una propuesta de cambio de servicio importante requiere que una población minoritaria reciba un 20% menos de beneficios o soporte efectos adversos un 20% más que esos beneficios o efectos adversos recibidos o soportados por la población no minoritaria, ese impacto se considerará un impacto dispar según la política de impacto dispar de BFT.

Las poblaciones minoritarias experimentarán el 87.6% de los beneficios asociados a la ampliación de la Ruta 64. Esta cifra es un 48.4% superior a la media de la zona. Los cambios soportados por las poblaciones minoritarias no superarán la media de la zona en más de un 20%, pero los cambios en el servicio supondrán un aumento sustancial del mismo, por lo que no se esperan impactos dispares potenciales.

Análisis de la carga desproporcionada

Si el impacto de una propuesta de cambio de servicio importante o cualquier propuesta de cambio de tarifa requiere que una población de bajos ingresos reciba un 20% menos de beneficios o soporte efectos adversos un 20% más que esos beneficios o efectos adversos recibidos o soportados por la población no minoritaria, ese impacto se considerará una carga desproporcionada.

Las poblaciones de bajos ingresos experimentarán el 24.9% de los beneficios asociados a la ampliación de la Ruta 64. Esta cifra es un 11.5% superior a la media de la zona. Los cambios soportados por las poblaciones de bajos ingresos no superarán la media de la zona en más de un 20%, lo que significa que no habrá una posible carga desproporcionada. En cualquier caso, los cambios previstos supondrán un aumento del servicio a las poblaciones de bajos ingresos.

Tabla 7 - Datos del análisis de equidad de la ruta 64 (aumento del servicio)

Sistema de ruta fija de referencia				Propuesta de cambio de servicio				Desglose del impacto (diferencia entre personas y viajes)				
Población (1/4 mi)				Población (1/4 mi)				Viajes de personas adicionales			Porcentaje de impacto	
Total	Bajos Ingresos	Minoría	Viajes anuales	Total	Bajos Ingresos	Minoría	Viajes anuales	Total	Bajos Ingresos	Minoría	Bajos Ingresos	Minoría
7,935	25.7%	86.8%	8,880	8,330	25.8%	86.9%	9,952	23,967,728	5,930,914	20,985,456	24.7%	87.6%
											Promedio del área	39.1%
											Delta	+48.4

Análisis de Equidad de Servicio de la Eliminación de la Ruta 66 (junio 2022)

La extensión recomendada de la Ruta 66 se calificará como un cambio de servicio importante según la Política de Cambios de Servicio Importantes de BFT debido al cambio sustancial en el área de cobertura de la ruta, las horas de ingresos y las millas de ingresos. Como tal, se llevó a cabo un análisis de equidad de servicio para determinar si los cambios recomendados resultarán en un impacto dispar y/o una carga desproporcionada para las poblaciones minoritarias y de bajos ingresos impactadas.

Análisis del impacto *dispar*

Si el impacto de una propuesta de cambio de servicio importante requiere que una población minoritaria reciba un 20% menos de beneficios o soporte efectos adversos un 20% más que esos beneficios o efectos adversos recibidos o soportados por la población no minoritaria, ese impacto se considerará un impacto dispar según la política de impacto dispar de BFT.

Las poblaciones minoritarias experimentarán el 48.8% de los impactos asociados a la eliminación de la Ruta 66. Esta cifra es un 9.7% superior a la media de la zona. Los cambios soportados por las poblaciones minoritarias no superarán la media de la zona en más de un 20%, por lo que no se esperan impactos potenciales dispares.

Análisis de la carga desproporcionada

Si el impacto de una propuesta de cambio de servicio importante o de cualquier propuesta de cambio de tarifa requiere que una población de bajos ingresos reciba un 20% menos de beneficios o soporte efectos adversos un 20% más que esos beneficios o efectos adversos recibidos o soportados por la población no minoritaria, ese impacto se considerará una carga desproporcionada.

Las poblaciones de bajos ingresos experimentarán el 18.2% de los impactos asociados a la eliminación de la Ruta 66. Esta cifra es un 4.9% superior a la media de la zona. Los cambios soportados por las poblaciones de bajos ingresos no superarán la media de la zona en más de un 20%, lo que significa que no habrá una posible carga desproporcionada para las poblaciones de bajos ingresos.

Tabla 8 - Datos del análisis de equidad de la Ruta 66 (eliminación)

Sistema de ruta fija de referencia				Propuesta de cambio de servicio				Desglose del impacto (diferencia entre personas y viajes)				
Población (1/4 mi)				Población (1/4 mi)				Reducción de viajes de personas			Porcentaje de impacto	
Total	Bajos Ingresos	Minoría	Viajes anuales	Total	Bajos Ingresos	Minoría	Viajes anuales	Total	Bajos Ingresos	Minoría	Bajos Ingresos	Minoría
7,775	18.3%	49.9%	4,905	0	-	-	0	-73,496,520	-13,355,375	-35,860,455	18.2%	48.8%
										Promedio del área	13.3%	39.1%
										Delta	+4.9%	+9.7

Aumento de la frecuencia y extensión de la ruta 67 Análisis de equidad del servicio (junio de 2022)

La extensión recomendada de la Ruta 67 se calificará como un cambio de servicio importante según la Política de Cambio de Servicio Importante de BFT debido al cambio sustancial en el área de cobertura de la ruta, las horas de ingresos y las millas de ingresos. Como tal, se realizó un análisis de equidad del servicio para determinar si los cambios recomendados tendrán un impacto dispar y/o una carga desproporcionada para las poblaciones minoritarias y de bajos ingresos afectadas.

Análisis del impacto dispar

Si el impacto de una propuesta de cambio de servicio importante requiere que una población minoritaria reciba un 20% menos de beneficios o soporte efectos adversos un 20% más que esos beneficios o efectos adversos recibidos o soportados por la población no minoritaria, ese impacto se considerará un impacto dispar según la política de impacto dispar de BFT.

Las poblaciones minoritarias experimentarán el 58.3% de los beneficios asociados a la ampliación de la Ruta 67. Esta cifra es un 19.2% superior a la media de la zona. Los cambios soportados por las poblaciones minoritarias no superarán la media de la zona en más de un 20%, por lo que no se esperan impactos potenciales dispares.

Análisis de la carga desproporcionada

Si el impacto de una propuesta de cambio de servicio importante o cualquier propuesta de cambio de tarifa requiere que una población de bajos ingresos reciba un 20% menos de beneficios o soporte efectos adversos un 20% más que esos beneficios o efectos adversos recibidos o soportados por la población no minoritaria, ese impacto se considerará una carga desproporcionada.

Las poblaciones de bajos ingresos experimentarán el 15.4% de los beneficios asociados a la ampliación de la Ruta 67. Esta cifra es un 2.1% superior a la media de la zona. Los cambios soportados por las poblaciones de bajos ingresos no superarán la media de la zona en más de un 20% y los cambios de servicio darán lugar a un aumento sustancial del servicio, por lo que no se espera que una carga desproporcionada afecte a las poblaciones de bajos ingresos.

Tabla 9 - Datos del análisis de equidad de la ruta 67 (aumento del servicio)

Sistema de ruta fija de referencia				Propuesta de cambio de servicio				Desglose del impacto (diferencia entre personas y viajes)				
Población (1/4 mi)				Población (1/4 mi)				Viajes de personas adicionales			Porcentaje de impacto	
Total	Bajos Ingresos	Minoría	Viajes anuales	Total	Bajos Ingresos	Minoría	Viajes anuales	Total	Bajos Ingresos	Minoría	Bajos Ingresos	Minoría
11,895	14.2%	57.9%	4,905	12,251	14.2%	57.1%	9,754	100,705,854	15,507,971	58,743,181	15.4%	58.3%
											Promedio del área	39.1%
											Delta	+19.2

Resumen del análisis de equidad del servicio

Basándose en los resultados del análisis de equidad del servicio relacionados con la extensión de la Ruta 64, la eliminación de la Ruta 66 y el aumento de la frecuencia y la extensión de la Ruta 67, el personal de BFT ha concluido que no se producirá un impacto dispar o una carga desproporcionada si se implementan los cambios de servicio recomendados. Esta conclusión significa que no habrá efectos adversos aparentes en las poblaciones minoritarias o de bajos ingresos como resultado de los cambios de servicio previstos en el Plan de Servicio Anual 2022. De hecho, si se implementan, estos cambios de servicio resultarán en una ganancia neta notable de servicio a las poblaciones de bajos ingresos y minorías y beneficiarán a todos los que utilizan el sistema de rutas fijas de BFT (Vea Tabla 10).

Tabla 10 - Resultados del análisis de la equidad del servicio (sin efectos adversos identificados)

La diferencia de los viajes de las personas					
Ruta	Viajes de personas	Bajos Ingresos	Minoría	Bajos Ingresos	Minoría
64	23,967,728	5,930,914	20,985,456	24.7%	87.6%
66	-73,496,520	-13,355,375	-35,860,455	18.2%	48.8%
67	100,705,854	15,507,971	58,743,181	15.4%	58.3%
Resultados	51,177,062	8,083,510	43,868,182	15.8%	85.7%

	Bajos Ingresos	Minoría
Porcentaje de impacto	15.8%	85.7%
Promedio del área	13.3%	39.1%
Delta	2.5%	46.6%

Tabla 11 - Determinación del impacto dispar y la carga desproporcionada

Cambios en el servicio	Fecha efectiva	Cambio de servicio mayor	Impacto dispar	Carga desproporcionada
Ruta 47	6/20/22	No	No	No
Ruta 48	6/20/22	No	No	No
Ruta 64	8/29/22	Sí	No	No
Ruta 66	6/20/22	Sí	No (Mitigado)	No
Ruta 64	6/20/22	Sí	No	No
Ruta 123	6/20/22	No	No	No
Ajustes de calendario	6/20/22	No	No	No

La única población que perderá el servicio directo de ruta fija si se aprueban los cambios de servicio propuestos en el Plan Anual de Servicios de 2022 serían los que viven en las áreas residenciales adyacentes a donde la Ruta 66 no se superpone con las rutas 67 y 268. Estas áreas incluyen barrios residenciales no minoritarios a lo largo del oeste de la calle Sylvester, oeste de la calle Court, y el extremo sur de la carretera 84. En total, se eliminarán 32 paradas de autobús. De esas paradas de autobús, 2 promedian

entre 3-5 abordajes por día, 9 promedian solo 1 embarque al día, y los 21 restantes promedian menos de 1 embarque al día. Esto ejemplifica la baja productividad de la Ruta 66 y muestra que los recursos utilizados para operar la Ruta 66 serían más beneficiosos para las comunidades del Título VI si se trasladaran a la Ruta 67. También hay que tener en cuenta que las paradas más productivas de la Ruta 66, alrededor de Chiawana High School y a lo largo de Chapel Hill Blvd, seguirán siendo atendidas por la Ruta 268.

Aunque no se espera que la eliminación de la Ruta 66 tenga efectos adversos para las poblaciones minoritarias y de bajos ingresos, BFT es consciente de que cualquier reducción de la cobertura tiene repercusiones en la vida cotidiana y las rutinas de las personas. Teniendo esto en cuenta, BFT ha identificado varios esfuerzos de mitigación que ayudarán a aliviar cualquier problema potencial de accesibilidad al tránsito que pueda surgir con la eliminación de la Ruta 66. Estos esfuerzos de mitigación incluyen:

- Mantener el servicio de la Ruta 268 para dar servicio a los segmentos más productivos de la actual Ruta 66
- Extender la Ruta 67 para dar servicio a las paradas de autobús alrededor de la intersección de la carretera 100 y Chapel Hill Blvd.
- Aprovechar el servicio CONNECT de BFT para proporcionar oportunidades de compartir el viaje hacia y desde las paradas de autobús de BFT y los centros de tránsito en el oeste de Pasco
- Reducir la tarifa de CONNECT para que sea comparable con la tarifa de la ruta fija
- Proporcionar autobuses de sobrecarga/exceso para acomodar las cargas que exceden un factor de carga de 1.25 a lo largo de la Ruta 268 durante las horas pico, si es necesario

El personal de BFT ha llegado a la conclusión de que estos esfuerzos de mitigación reducirán la posibilidad de que se produzcan desigualdades si se aprueban los cambios de servicio esbozados en el Plan Anual de Servicios de 2022.

Divulgación pública y comentarios

El proceso de divulgación pública del ASP 2022 comenzó con la aprobación de la junta para su publicación y duró cinco (5) semanas). El proceso de divulgación pública incluyó la participación directa de la comunidad en dos (2) reuniones que se llevaron a cabo virtualmente el martes 2 de noviembre a las 6 de la noche y el jueves 4 de noviembre a las 6 de la noche. Estas reuniones se anunciaron sistemáticamente en el sitio web del BFT y en las redes sociales de la agencia. Estas reuniones fueron organizadas por el grupo de planificación y supervisadas por el departamento de marketing.

Además, se creó un foro de comentarios en la página web del BFT, que se anunció durante todo el periodo de comentarios públicos. Este foro permitió a los miembros del público ver un mapa interactivo de los cambios de servicio propuestos y hacer comentarios de forma anónima o con su nombre. No se recibieron comentarios en este foro.

Un (1) miembro del público asistió a estas reuniones para dar su opinión sobre el ASP 2022.

Comentarios del público

Un (1) miembro del público comentó que apoyaba los cambios propuestos para 2022. También señaló que le gustaría ver más servicio entre el Centro de Tránsito de Three Rivers y el área de Southridge en el futuro.

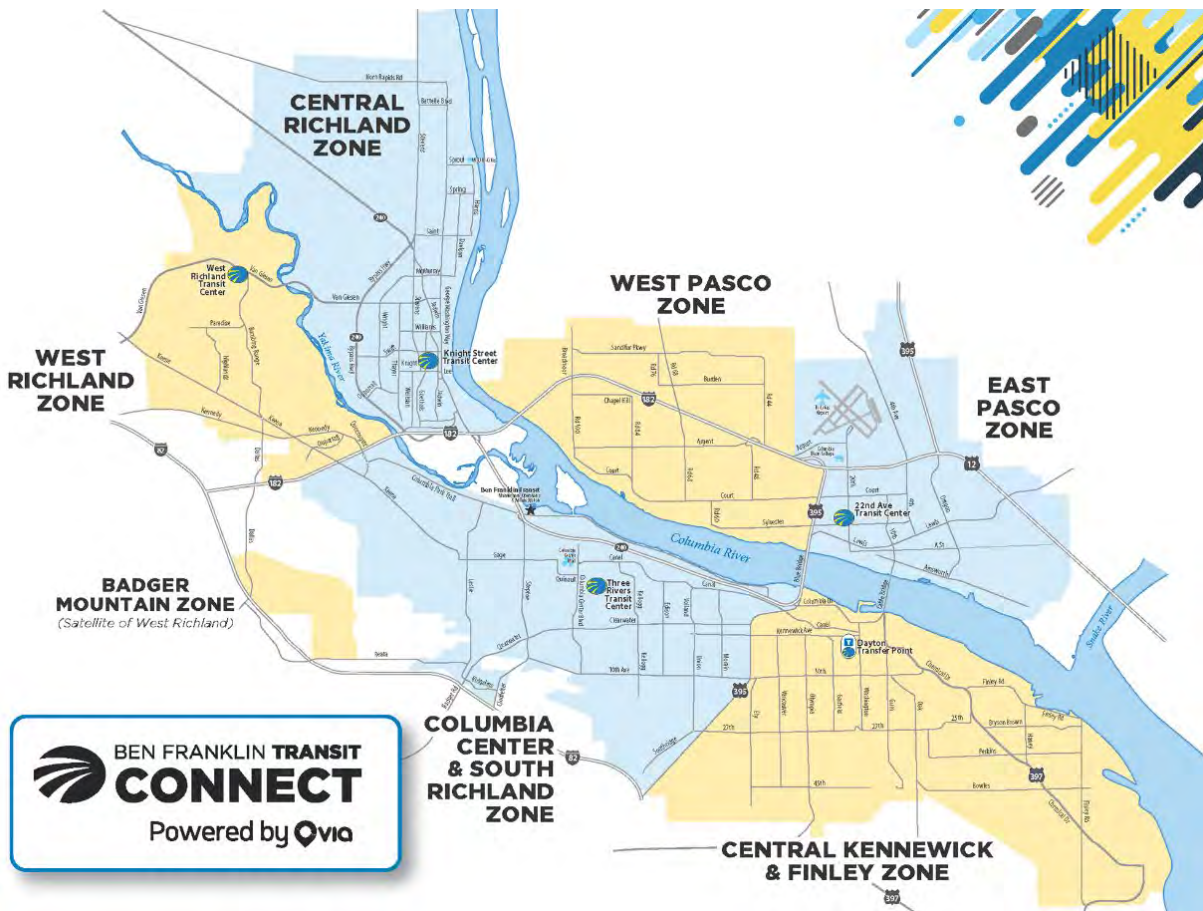
SCHEDULE “B” 2022 AMENDED CONNECT SERVICE PLAN

Via (operating as River North) operates CONNECT on behalf of and under contract to BFT. CONNECT operates in six service zones as a first-mile/last-mile transit connection throughout the Tri-Cities portion of the BFT service area. Major changes to CONNECT service require approval of the BFT Board of Directors as part of the Fixed-Route service change process. BFT staff may change designated transfer stops as needed and on an ongoing basis to enhance connectivity between fixed-route services and to major destinations.

CONNECT service implementation was delayed by a month due to the emergence of the COVID-19 pandemic, then implemented and operated initially to address pandemic-related needs that evolved over the next eighteen months. The 2022 Amended CONNECT Service Plan restores “regular” service. The 2022 CONNECT Service Plan will be the governing document that details all policies and parameters related to “regular” post-pandemic CONNECT service effective January 2, 2022.

Geographic Coverage Zones

BFT implemented six (6) zones of service, as shown in the map below. A boundary change is proposed to the East Pasco zone and remove unserviceable areas of the airport from the plan and add new roads to service coverage.



Points of Interest

BFT staff began reducing pandemic-related points of interest (POIs), or designated pickup and drop-off locations, in 2021. All pandemic-related POIs will be eliminated by January 2, 2022.

BFT will maintain POIs at all major transit hubs and certain locations where at least two fixed-routes provide a potential transfer connection. BFT will also retain certain POIs in the vicinity of planned future transit hubs as identified in the Capital Improvement Program (CIP) to build future transit demand in those areas. One selected critical needs POI (e.g. a major grocery stores with pharmacies, a public institution, or a major medical center) may be retained in each zone.

- Central Kennewick and Finley (zone “KF”) with a primary POI at Dayton Transfer Hub.
- Columbia Center and South Richland (zone “CC”) with a primary POI at Three Rivers Transit Center.
- West Richland (zone “WR”), including Badger Mountain South, with primary POIs at West Richland Transit Center and the Queensgate commercial area (to be relocated to the future Queensgate Transit Hub upon completion).
- Central Richland (zone “CR”) with a primary POI at Knight Street Transit Center.
- East Pasco (zone “EP”) with a primary POI at 22nd Avenue Transit Center
- West Pasco (zone “WP”) with POIs at key bus stops (to be consolidated at the future West Pasco Transit Hub).

Service Hours

CONNECT service will begin 15 minutes before the scheduled start of BFT fixed-route services and end 15 minutes after the scheduled end of fixed route service.

Service Availability

Via will ensure a level of vehicle and driver availability adequate to meet existing and anticipated ridership demand. Via will ensure driver scheduling and vehicle staging necessary to maintain availability throughout all service hours. Overall average wait time for CONNECT services should remain under 10 minutes from time of booking. Via shall report average wait times to BFT in monthly performance statistics.

No rider should be expected to wait longer than 15 minutes for pick-up from time of booking to time of pickup. Any ride with a wait time in excess of 15 minutes will be considered late, recorded and reported to BFT in monthly performance statistics. The rider fare shall be waived for rides requested with an expected or actual arrival time greater than 20 minutes from the ride request. Rides with fares waived shall be recorded and reported to BFT in monthly performance statistics.

Fare Collection

Via shall accept credit cards and debit cards with payment through Via’s app. All fares collected in this manner shall be credited to BFT as a fare line item in monthly invoices.

Cash and all BFT fare media, including employee badges, CBC student IDs, transit tickets, daily and monthly passes, and transfers, shall be accepted as payment. All fare payments made outside the Via app will be validated through visual inspection by drivers. Via will offer an app-based 90-minute transfer to passengers paying in cash or using Via’s app that can be visually inspected on

BFT's fixed-route services or follow a process whereby Via issues standard BFT transfers.

BFT will be responsible for transferring cash out of the cash vaults on a schedule that is agreeable to both parties.

Rider Fare

CONNECT fares will be the same as standard fixed-route fare for service between any CONNECT boarding/alighting point within a zone and any POI in that same zone.

A CONNECT rider intending to change their destination to a location other than what was booked within the Via app or over the phone will be dropped off at their original selected destination and may book a separate onward trip from that location. A CONNECT rider who "coerces" a driver to drop them at a different location than was booked will be charged a "market rate" shared ride point-to-point fare for the trip. The "market rate" fare may be paid in cash or through the Via app, and Via shall prohibit any rider with a negative fare balance from booking trips on CONNECT until fare payment is made.

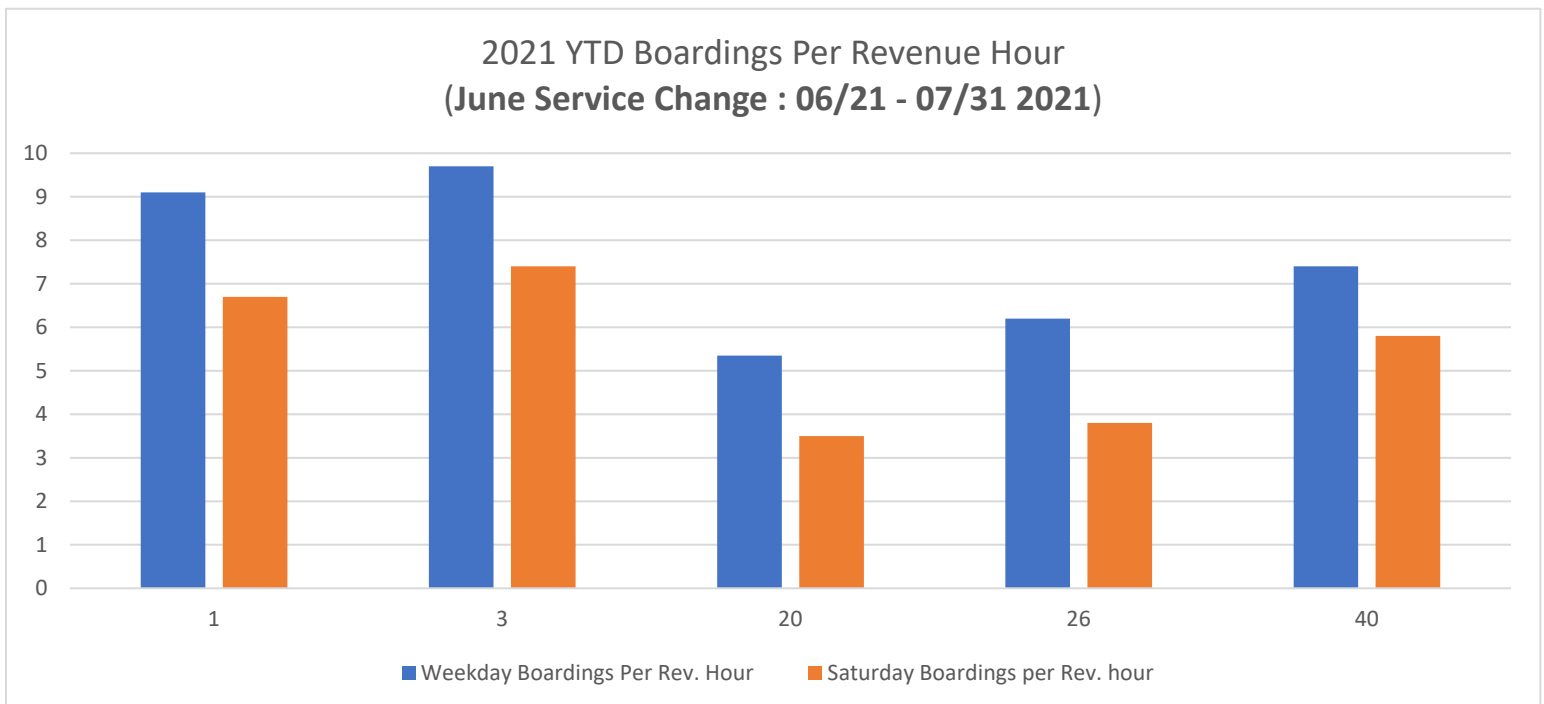
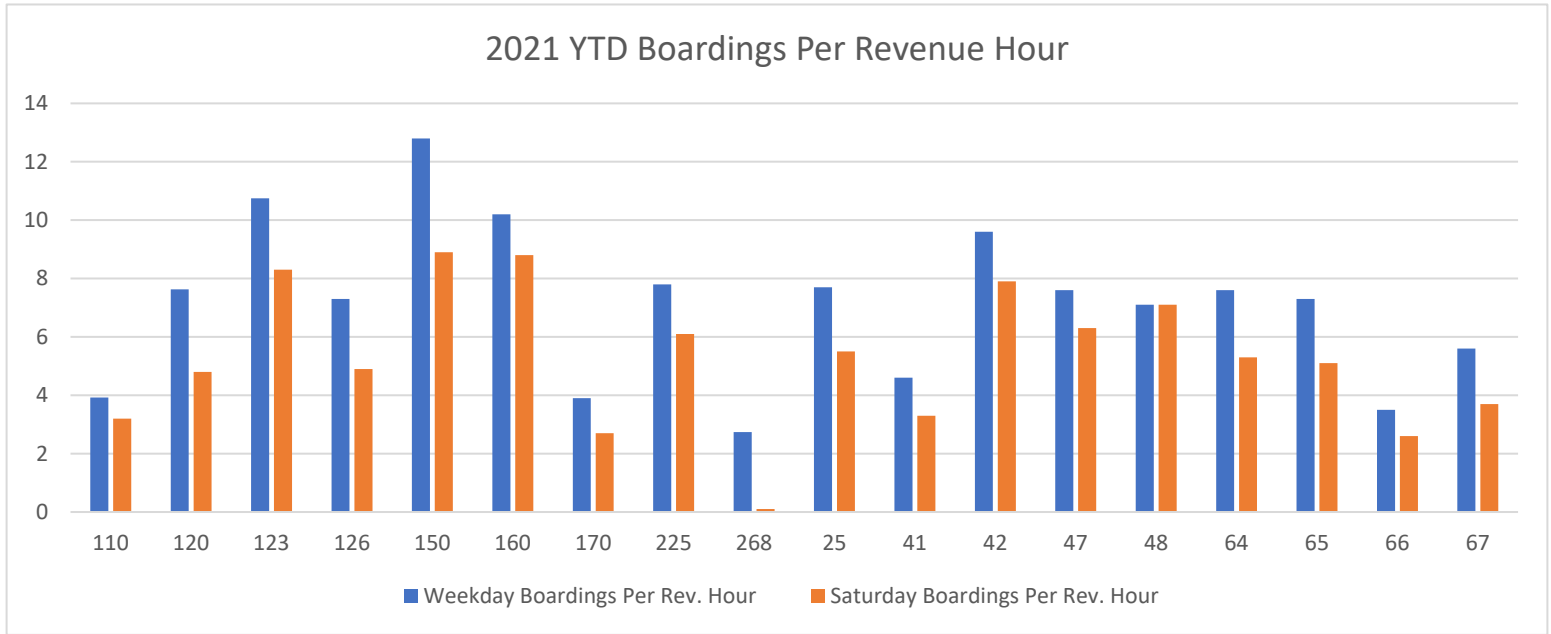
Vehicle Fleet

Via will ensure that the number of vehicles necessary to operate CONNECT service is available, as established in Schedule "A" of the contract. Vehicles will be branded, licensed and insured vehicles, including a number of Wheelchair Accessible Vehicles ("WAV") to support the number of WAV hours elected by BFT, as specified in Schedule "A". BFT may elect to add additional WAVs to the service, subject to the additional fees specified in Schedule "A" of the contract. The fleet vehicles may change throughout the Service to include more vehicles. If the branded vehicle fleet is not sufficient to meet demand, Via may temporarily provide non-branded vehicles to meet service demand.

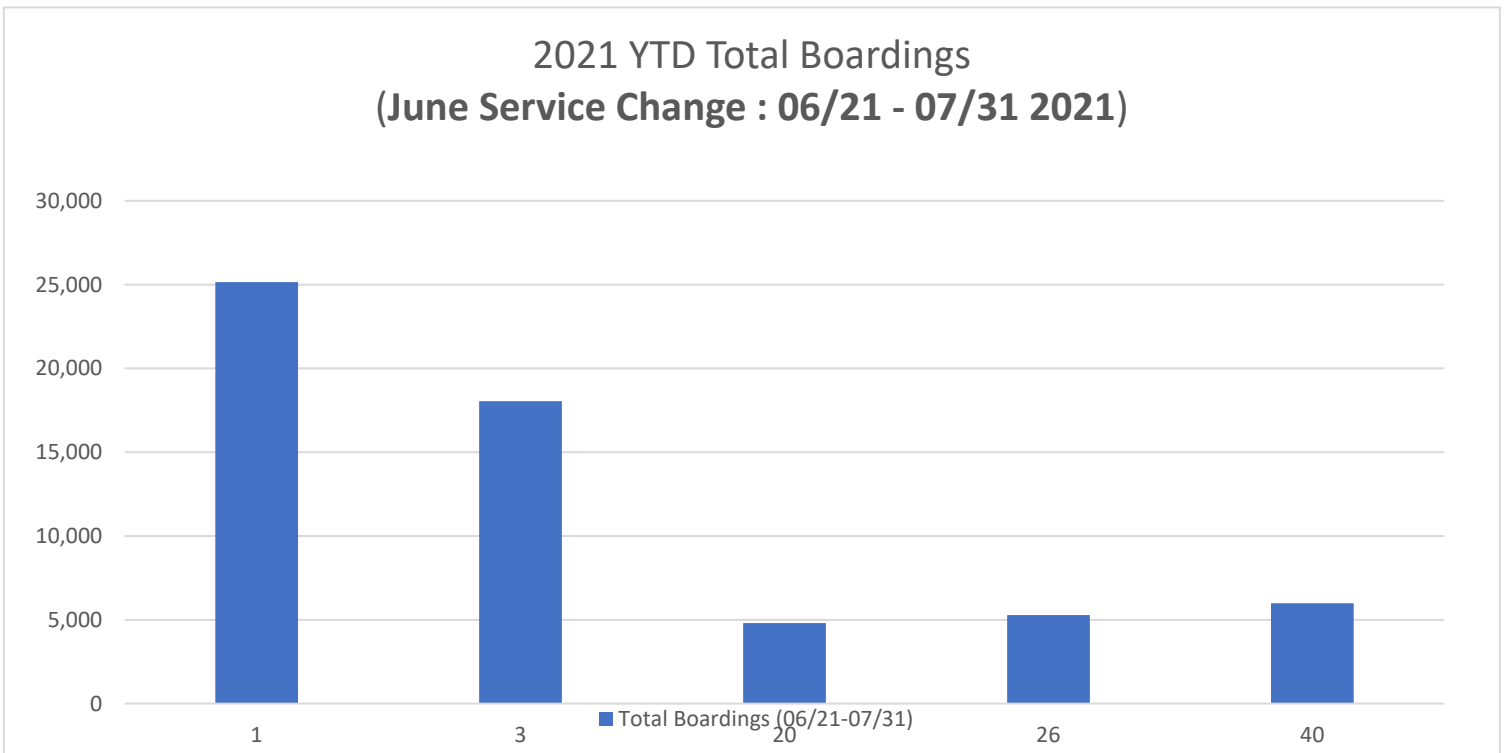
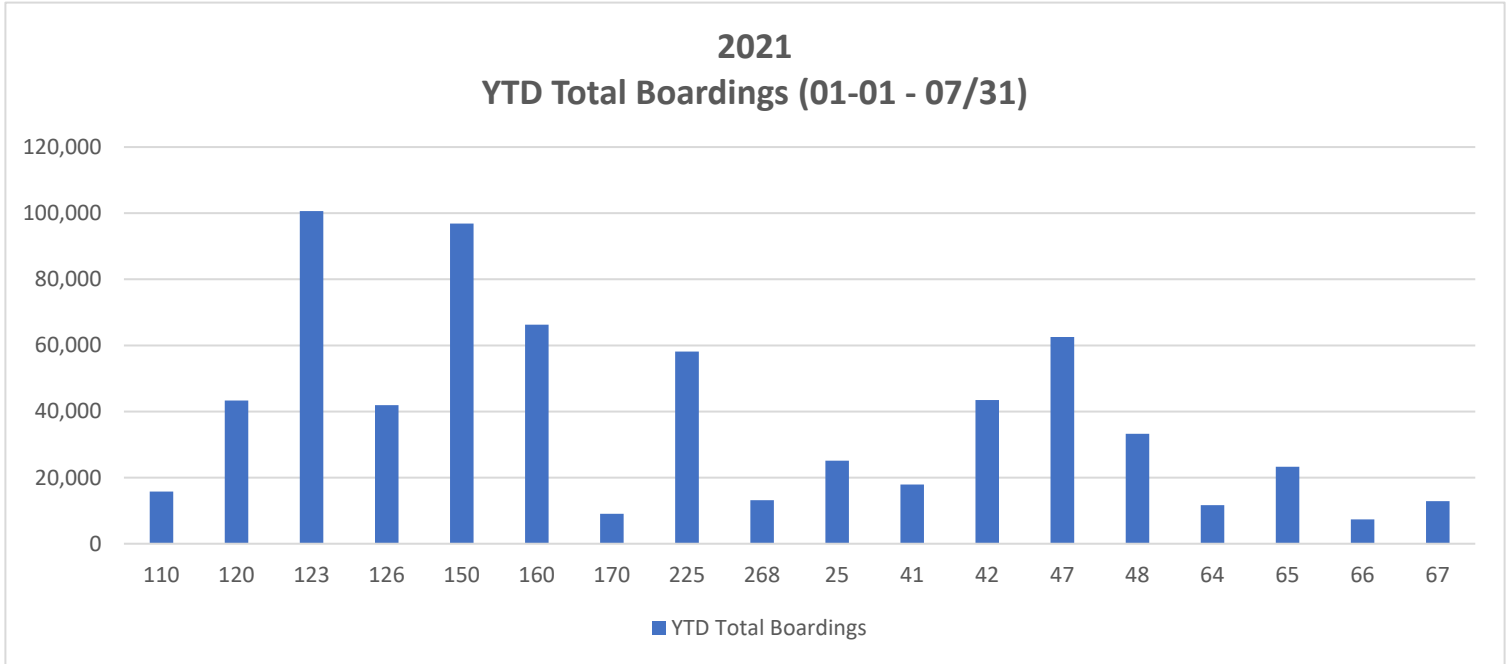
Ben Franklin Transit 2022 Annual Service Plan

2021 Year-to-Date Fixed Route Performance Analysis

Boardings Per Revenue Hour



2021 YTD Total Boardings





Ben Franklin Transit

→ 2022 Annual Service Plan Public Meeting

Previous Service Initiatives

2016 to Present

- **Comprehensive Service Plan**

- **Approved in 2016**

- 2017 Network redesign

- **Frequent Service Corridors**

- Implemented June 2021
 - Two new high-frequency routes
 - Enhanced service in Kennewick and Richland

CONNECT

- On-demand service throughout the Tri-Cities
 - Implemented May 2020
 - Easy transfers between connect and fixed route service

2021

Annual Service Plan



Service Development Department
Ben Franklin Transit
March 2021



Major Changes

June &
September
Implementation

Route 66/67

- Remove Route 66
- Increase service frequency of Routes 67 to 30 minutes
- Improved service along Court St, Rd. 68 and Sandifur Pkwy
- Extension of Route 67 along Broadmoor Blvd. to Chapel Hill Blvd.

Route 64

- Extension east to serve planned warehouse development
- 30 minute frequency
- Service consolidated on Elm Ave. and Alton St.
- Layover facility to be built on Sacajawea Park Trail



Minor Changes

June Implementation

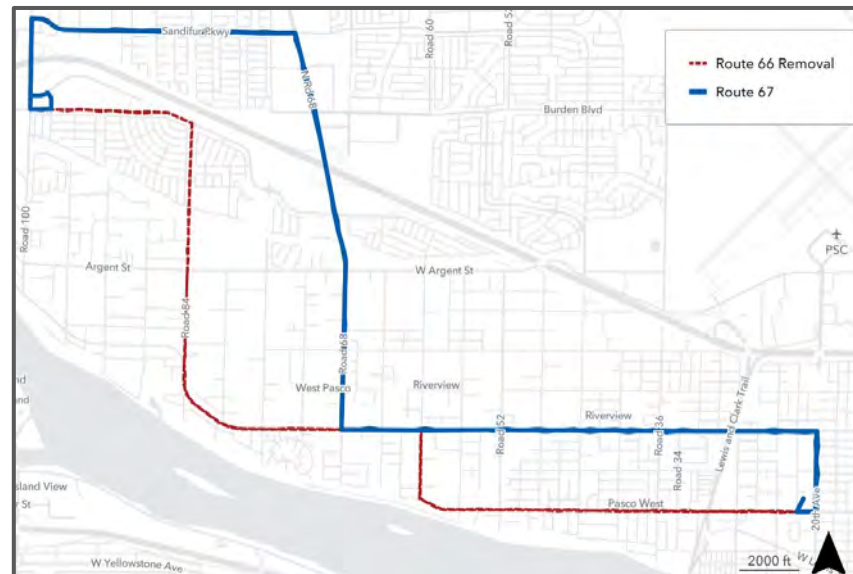
- **Route 26** – Schedule adjustment to better reflect observed travel times.
- **Route 47 / 48** – Schedule adjustment and minor alignment change at Dayton Transfer Point to utilize new section of Auburn St. connecting to 10th Ave.
- **Route 123** – Schedule adjustment for alignment change on Keene and Gage Blvd.
- **Route 170** – Schedule adjustment to better reflect observed travel times



Route 66/67

June
Implementation

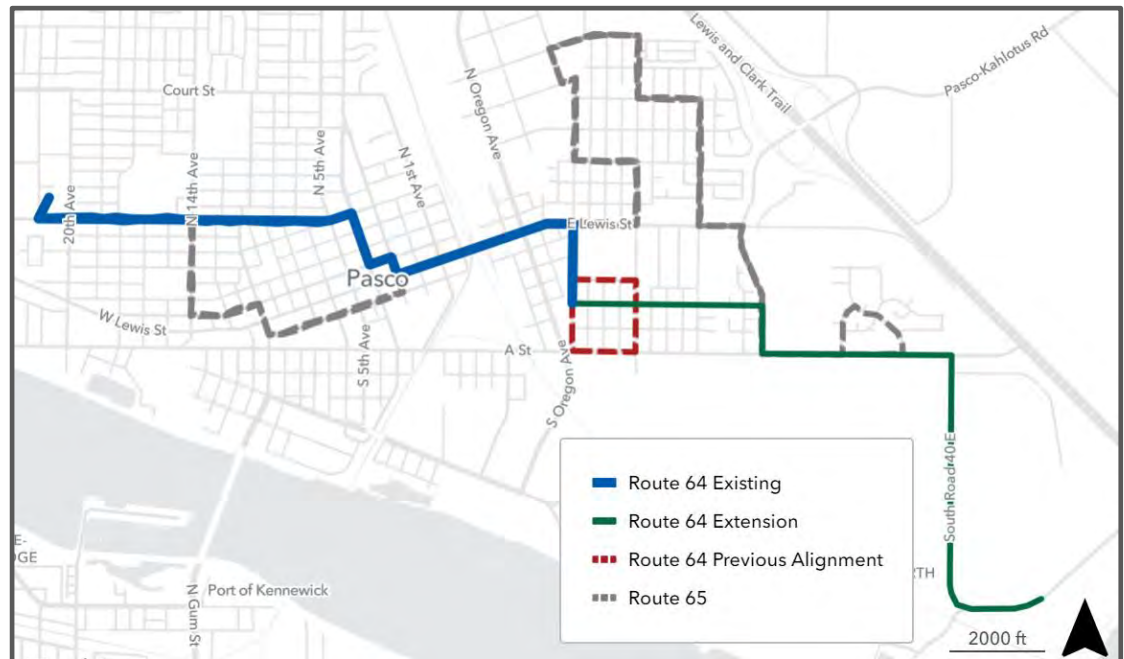
- Eliminate Route 66
- Reallocate resources to Route 67.
- Route 67 runs at fixed 30-minute headways (2 vehicles)
- Route 67 extends south along Broadmoor Blvd to Chapel Hill Blvd.
- Increased service along Sandifur, Rd. 68 and Western Court St.
- Removes 29 low-ridership stops along Sullivan St, and Rd. 84
- No impact to revenue hours



Route 64 Extension

September Implementation

- Route 64 extends eastward along A St and Rd. 40
- Serves planned distribution facilities and Lakeview Mobile Home Park
- Two westbound stops removed on A St. and Wehe Ave.
- 30-minute service
- 2 vehicles
- Layover facility built by private developer
- Annual increase of 3,200 Revenue Hours



Public Engagement and Feedback

Outreach and Engagement Process

Public open-house meetings

- Held November 2nd at 6pm and November 4th at 6pm.
- Open-house format allowed for direct public engagement with planning after a short presentation
- One (1) comment was received from the public at these meetings.

Online forum and map

- Interactive Remix map posted on the BFT website allowed the public to view proposed 2022 service changes and make comments directly on the map.
- Website comment forum allows the public to voice feedback and comments directly to Marketing and Customer Service
- No comments were received on the map or the forum.

Public Comments Received

- A member of the public commented stating that he was supportive of the proposed changes and would like to see more service between Three Rivers and Southridge in the future.



QUESTIONS?

Memorandum

Date: December 9, 2021

To: Gloria Boyce, General Manager

From: Keith Hall, Director of Planning and Service Development

Re: **Authorizing the Adoption of the 2022 Annual Service Plan**

Background

In January 2021, the Ben Franklin Transit (BFT) Board of Directors adopted the Annual Service Plan Policy to align service planning and delivery with the annual operating budget and approval of annual labor requirements. The 2021 Modified Annual Service Plan (ASP) was BFT's first ASP covering the second half of 2021 following adoption of the policy. The 2021 Modified ASP included several major changes, including two (2) frequent corridor (Metro) routes and the launch of Sunday service.

The 2022 ASP is BFT's first full-year annual service plan. The scale and scope of service changes outlined in the 2022 ASP are far more modest than those implemented in 2021. The changes in 2022 focus primarily on improving service efficiency and effectiveness.

2022 Major Route Changes

- **Route 66 – Route Elimination**

BFT has attempted to optimize Route 66 several times since the 2017 Comprehensive Service Plan (CSP) was adopted. However, the low density and income characteristics of the area served continue to result in low ridership on Route 66. With CONNECT service planned to operate in a “normal” (non-pandemic) service mode beginning January 2, 2022, BFT proposes the elimination of Route 66. Vehicles and labor operating on Route 66 will be reallocated to a modified Route 67. As part of this change, 29 low-ridership stops will be removed along Sylvester Street and Road 84.

- **Route 67 – Frequency Increase and Minor Route Extension**

Routes 66 and 67 operate as interlined routes with hourly service. Route 67 has higher ridership due to its service to the Road 68 commercial area, a major destination for Pasco residents. Allocating the operating resources from Route 66 to Route 67 will allow Route 67 to operate every 30 minutes instead of hourly, providing improved service to commercial and employment destinations. Route 67 will be extended on the current Route 66 alignment south from Sandifur Parkway along Road 100 to Chapel Hill Boulevard to maintain service to multifamily housing and a transfer to Route 268.

- **Route 64 – Minor Route Extension and Schedule Adjustments**

Route 64 will be realigned and extended eastward along A Street and Road 40 and terminate at a planned layover terminal on Sacajawea Park Road. This extension will consolidate service into a bidirectional alignment along Helena Street and Heritage Boulevard. The extended service will provide fixed-route transit access to two large distribution facilities which will be operational in the fall of 2022 with a workforce of up to 1,200 to 1,800 employees and the Lakeview Mobile Home Park. This extension will require an additional bus to operate Route 64 during all regular service days and hours. Schedule adjustments may be made to accommodate shift times at the planned distribution centers. BFT staff and the project developer are working closely to identify transit demand through the second quarter of 2022, and there may be a need to optimize the service proposal with improved frequency of service at peak shift change times.

Minor Route Changes

The 2022 ASP includes minor alignment and schedule adjustments to two (2) routes:

- Route 47/48 - Minor alignment change at Dayton Transfer Point to utilize a new section of Auburn Street connecting to 10th Avenue.
- Route 123 – Minor alignment change along Keene and Gage Boulevard. Removes service along Kapalua Avenue.

Minor Schedule Changes

The 2022 ASP includes minor schedule adjustments to three (3) routes:

- Route 1 – Schedule adjustment to account for added vehicle block
- Route 26 – Schedule adjustment to better reflect observed travel times
- Route 170 – Schedule adjustment to better reflect observed travel times

In addition, BFT may need to make minor schedule adjustments to other routes and add, modify, or eliminate overload and tripper services based on demand.

CONNECT

An amended CONNECT service plan is incorporated into the 2022 ASP. The amended CONNECT service plan will restore service to the original service concept. The recently adopted alignment of CONNECT and fixed-route fares will allow BFT to reduce or eliminate service low ridership fixed-routes and allow those users to transition to CONNECT without a financial impact to riders that could cause a Title VI equity impact.

Title VI Equity Analysis

As a direct recipient of federal funds via the Federal Transit Administration (FTA), Ben Franklin Transit is obligated to operate its programs and services without regard to race, color, and national origin in accordance with Title VI of The Civil Rights Act of 1964 and other applicable laws. To ensure compliance with federal policy, BFT is required to perform a Title VI Equity Analysis whenever any changes are made to the fixed-route network that would be classified as a major service change.

BFT defines a major service change as any change in service on any individual route that would add or eliminate more than 20 percent of the route revenue miles or route revenue hours. The planned elimination of Route 66 and the service improvements on Routes 64 and 67 meet BFT's definition of major service changes. BFT staff conducted a Title VI Equity Analysis on the three routes and determined that these changes will not create a disparate impact or disproportionate burden. The Title VI Equity Analysis is included as an appendix to the 2022 ASP.

Labor Requirements

Implementation of the 2022 ASP will require four (4) additional operators (two operators for Route 1 schedule adjustments and two operators for the Route 64 extension).

Budget Impact

The 2022 ASP is anticipated to increase actual annual vehicle revenue hours (VRH) by approximately 6,200 over the 2021 forecast VRH (shown below in Table 1). The total annual VRH to be operated with the changes outlined in the draft 2022 ASP is 200,200, compared to a budgeted amount of 214,000. The 2022 expected budget impact is \$670,800 (currently \$156 per VRH) over 2021 forecast budget and \$1,590,285 below 2022 budget. Only two of the changes are expected to have a budget impact:

- **Route 1:** 3,000 annual VRH to maintain service reliability
- **Route 64:** 3,200 annual VRH to serve a future major employment center (1,300 additional VRH will be operated in 2022 due to the start of service in late August)

No significant revenue hour impact is expected from changes to Routes 66, 67, or 123.

Table 1: ASP 2022 Service Impact

Annual Vehicle Revenue Hours	2022 Draft Budget	2021 Full Year Service Estimate	2022 Service Estimate
Fixed-Route	214,000	194,000	200,200
Dial-A-Ride	124,000	96,000	124,000
CONNECT	36,000	26,000	36,000

Public Engagement

- **Public Meetings**

Planning and Marketing staff advertised and hosted two (2) virtual open house meetings on November 2 and November 4, 2021. These meetings were each one hour in length and consisted of a short presentation outlining the proposed changes followed by an open venue where the public could ask questions directly to planning staff. One (1) member of the public attended these meetings to give comment, stating that he was supportive of the proposed changes and that in the future he would like to see more service between Three Rivers and the Southridge area.

- **Online Forum and Interactive Map**

As part of the public outreach process, a comment forum and interactive map were published and advertised on the BFT website. This allowed members of the public to view a map of proposed changes and make comments directly within the map. The comment forum also allowed members of the public to comment on the proposed 2022 changes. No comments were received on either the map or the forum.

Funding

Budgeted: Yes

Budget Source: Operations

Funding Source: Local and Federal

Recommendation

Adopt the 2022 Annual Service Plan and accompanying Title VI Service Equity Analysis.

Approved as presented:

Gloria Boyce, General Manager

**BEN FRANKLIN TRANSIT
RESOLUTION 75-2021**

**A RESOLUTION TO ADOPT THE 2022 ANNUAL SERVICE PLAN AND TITLE VI
EQUITY ANALYSIS**

WHEREAS, Planning staff have worked with Operations, Finance, and Marketing to identify needed service changes that are intended to improve accessibility and efficiency and incorporated recommended changes into the Draft 2022 Annual Service Plan; and

WHEREAS, Planning staff have completed a review of the proposed 2022 operating budget and identified labor requirements for implementation of service changes outlined in the 2022 Annual Service Plan; and

WHEREAS, a Title VI Service Equity Analysis has been conducted and included as appendix to the 2022 Annual Service Plan with a finding of no potential disparate impacts or other adverse effects to affected populations; and

WHEREAS, Planning and Marketing staff have published and advertised the Draft 2022 Annual Service Plan and incorporated public comments into the 2022 Annual Service Plan.

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

1. The General Manager is authorized to adopt the 2022 Annual Service Plan and Title VI Equity Analysis for implementation.

ATTEST:

Janet Brett, Clerk of the Board

Richard Bloom, Chairman

APPROVED AS TO FORM BY:

Jeremy J. Bishop, Legal Counsel

Memorandum

Date: December 1, 2021

To: Gloria Boyce, General Manager

From: Jeff Lubeck, Administrative Services Director

Re: **Authorize the General Manager to Adopt the Proposed 2022 Operating and Capital Budgets**

Background

The proposed calendar year 2022 Operating and Capital Budget for Ben Franklin Transit (BFT) was prepared and submitted to the Board of Directors on October 14, 2021. The proposed Operating Budget is a balanced budget of \$57,786,200. The Capital Budget is a proposed net increase of \$29,982,863, for a total Capital Budget of \$82,594,689.

The proposed 2022 Operating and Capital Budget was reviewed and discussed at a Special Board Budget Workshop on October 14, 2021. It was further presented and summarized during the regular Board meeting on that same date.

RCW 84.55.120 requires that Special Purpose Districts, such as Ben Franklin Transit, hold a public hearing on revenue sources for the district's following year's current expense budget. BFT meets this requirement by presenting the budget at two separate Board of Directors meetings and allowing for public comment.

On October 15, 2021, BFT made the 2022 Operating and Capital Budget available to the public for additional comments. To date, no public comments have been received.

Recommendation

Staff recommends the Board approve Resolution 76-2021 and adopt the 2022 Operating and Capital Budgets as presented in Exhibit A to be effective for BFT January 1, 2022. Staff also recommends the Board delegate authority to the General Manager to file the Fiscal Year 2022 federal and state grants in an amount not to exceed BFT's apportionment sufficient to claim all available current and prior year funds available to BFT.

Forwarded as presented:

Gloria Boyce, General Manager

BEN FRANKLIN TRANSIT

RESOLUTION 76-2021

RESOLUTION APPROVING THE UPDATED CAPITAL IMPROVEMENT PLAN, ADOPTING THE FISCAL YEAR (FY) 2022 OPERATING & CAPITAL BUDGETS, AND AUTHORIZING THE GENERAL MANAGER TO FILE ALL FY 2022 FEDERAL AND STATE GRANTS

WHEREAS, the bylaws of Ben Franklin Transit require the submission of a budget to the Board of Directors; and

WHEREAS, the Board was presented the preliminary budget on October 14, 2021, which was subsequently open to public review and comments; and

WHEREAS, staff has considered Board and public comments; and

WHEREAS, A detailed breakdown of the operating and capital budget proposals is attached.

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

THAT the Board hereby accepts, as updated, the Capital Projects as outlined Exhibit A; and

THAT the Board hereby adopts the FY 2022 Operating and Capital Budgets as outlined in Exhibit A; and

THAT the Board hereby authorizes the General Manger to file the FY 2022 federal and state grants in an amount not to exceed BFT's apportionment sufficient to claim all available current and prior year funds available for BFT.

APPROVED AT A REGULAR BEN FRANKLIN TRANSIT BOARD OF DIRECTORS meeting held Thursday, December 9, 2021, at 1000 Columbia Park Trail, Richland, Washington.

ATTEST:

Janet Brett, Clerk of the Board

Richard Bloom, Chairman

APPROVED AS TO FORM BY:

Jeremy Bishop, Legal Counsel

BEN FRANKLIN TRANSIT

Admin & Finance Committee

2022 Budget Approval

*Staying the Course –
A Year of Execution*

Thursday, December 9th, 2021

**CUSTOMER SATISFACTION – COLLABORATION – DIVERSITY – FISCAL
ACCOUNTABILITY – INNOVATION – SUSTAINABILITY – SAFETY**

Budget Update

- Budget was presented in the October 2021 budget workshop and Board meeting
- Budget was made available for public comments since October 15, 2021
 - To date, no comments have been received
- Staff has reviewed the budget and reduced Administrative Expenses by \$305,000
 - Reduced the Marketing budget by \$100,000 to postpone a Customer Perception survey to 2023
 - Reduced the HR budget by \$120,000 plus correcting \$85,000 duplicated cost estimate
- No other changes have been made



Budget Summary

- Revenue and expenditures are balanced at \$57,786,200
 - October version was at \$58,091,200
- Addition to Capital/Reserves is unchanged at \$36,152,055
- Capital Budget changes are as follows;

	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

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 in 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

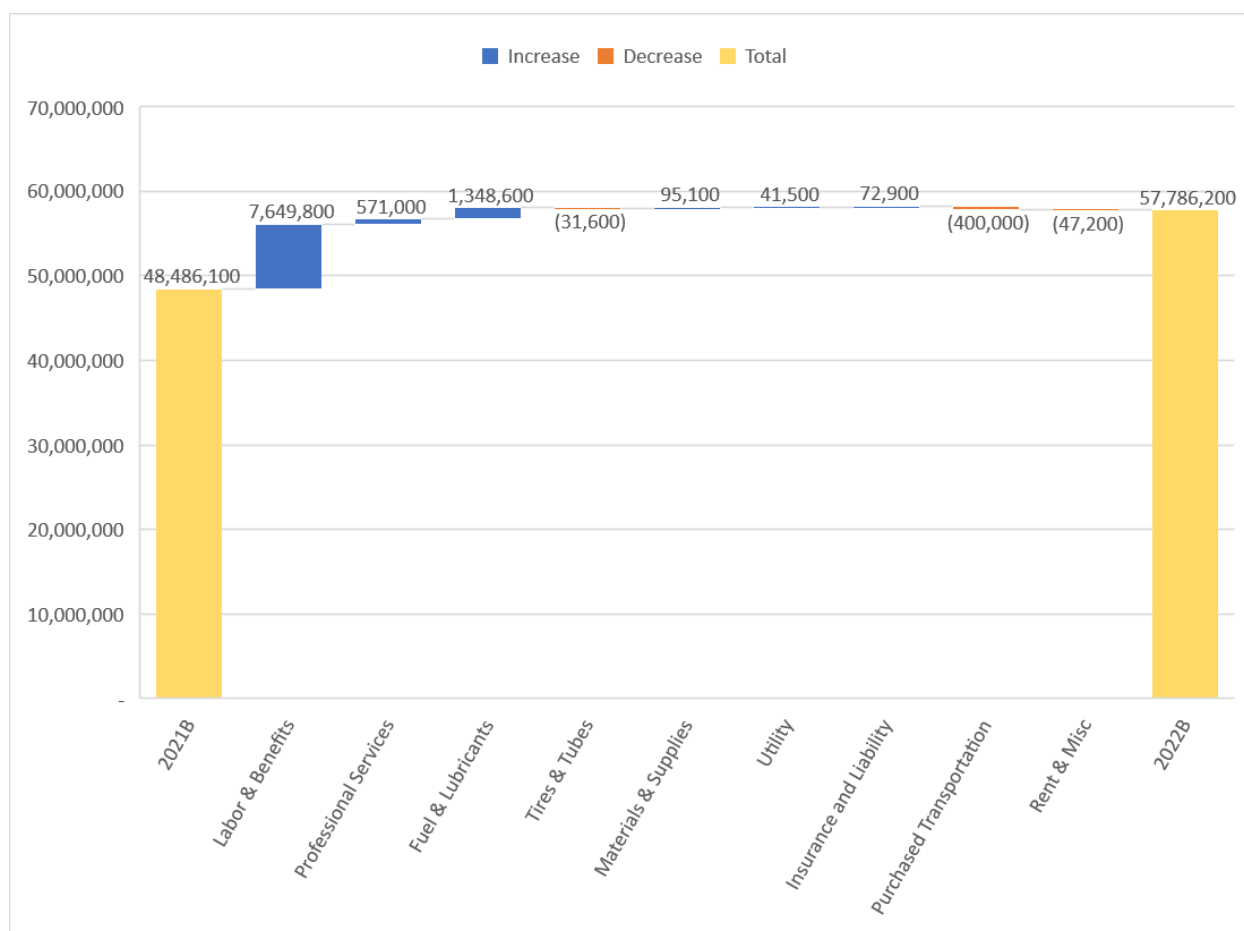
BFT maintained compliance with all federal and state audits and program requirements. In addition to receiving clean audit reports, BFT was awarded its 9th consecutive award for excellence in financial reporting as awarded by the Government Finance Officers Association for BFT's Annual Comprehensive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

Overview of 2022 Operating Budget

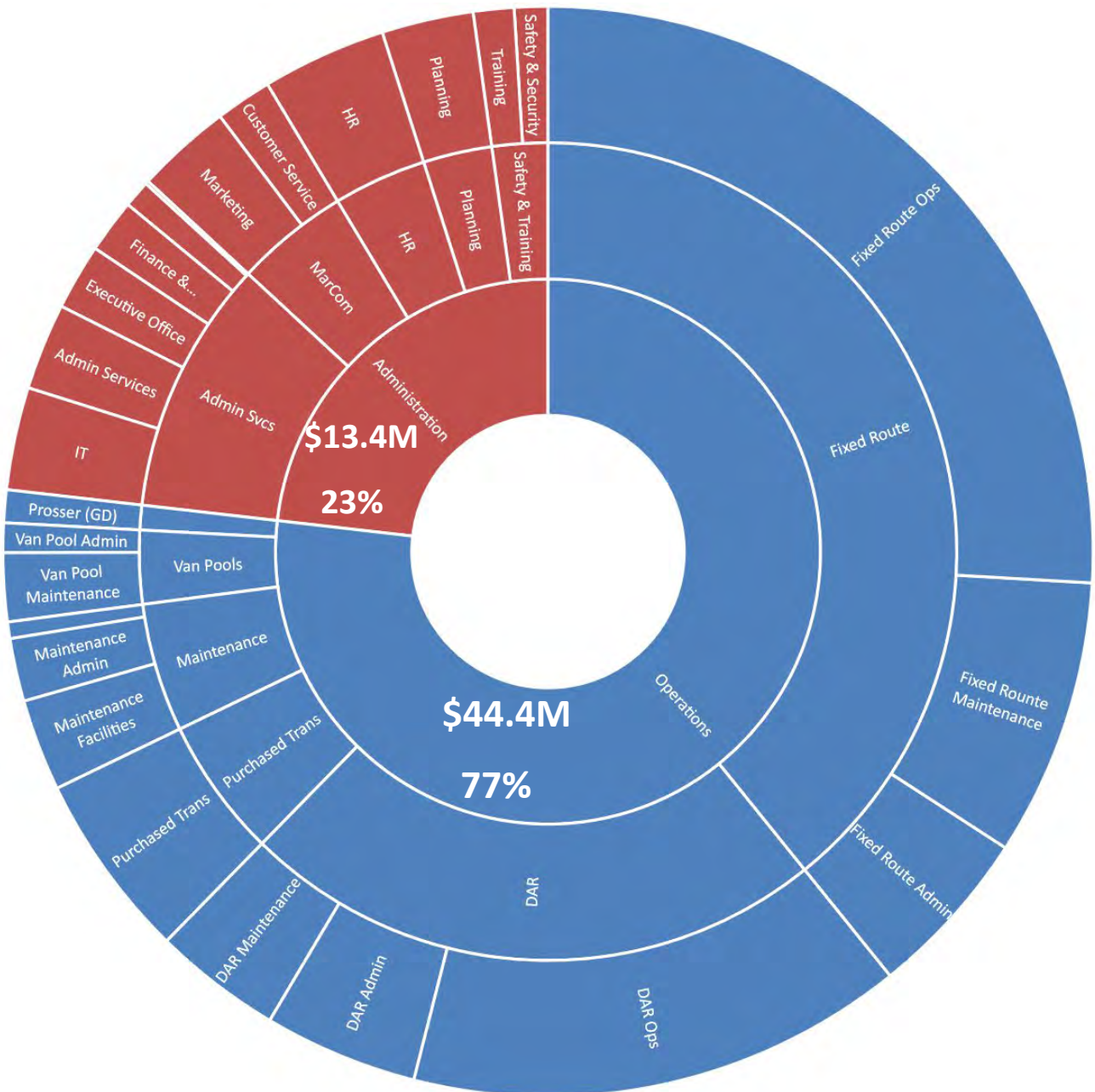
For 2022, BFT management is proposing an Operating Revenue and Expense budget of \$57.8M, which is \$9.3M, or 19%, higher than the 2021 budget of \$48.5M. This is a balanced budget with expenditures totaling operating revenues. The 2022 budget increase over 2021 can be attributed to the following primary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

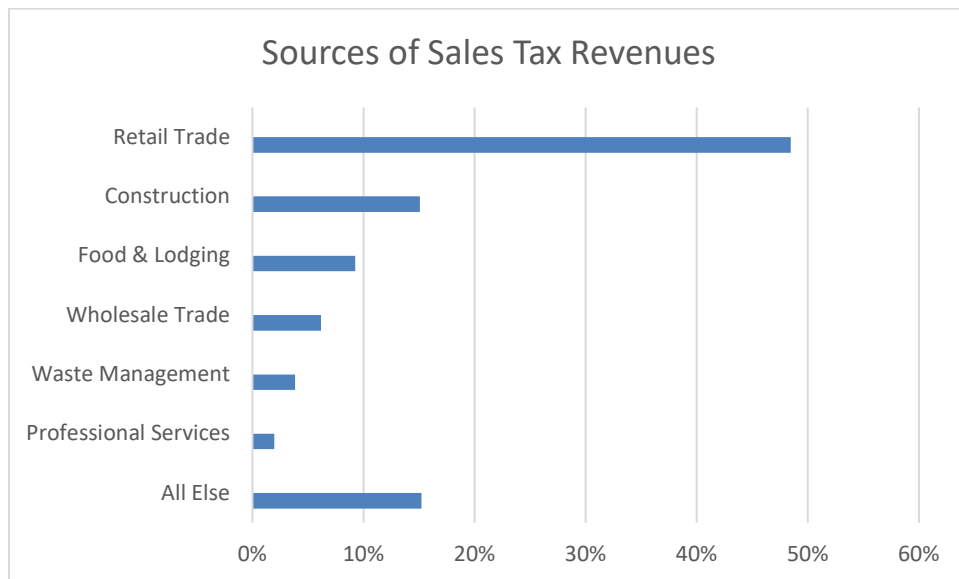
Revenue for Contracted Services including ARC and Via services is projected to be \$200K and reflects lower expectations due to the extended recovery period. While we have experienced good growth of the new Connect service, it was implemented in the middle of the pandemic and growth has been slower than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

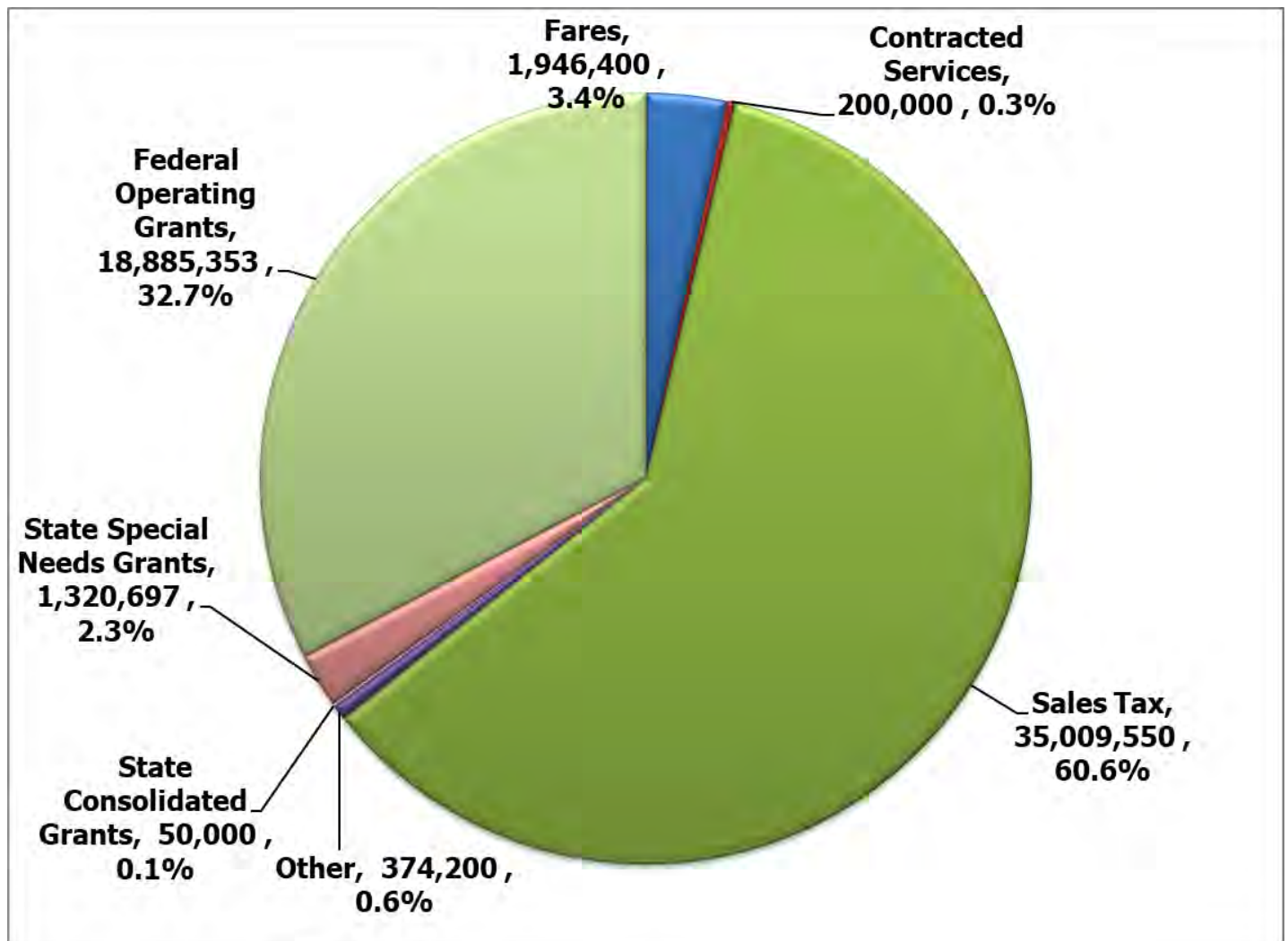
State Grants

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

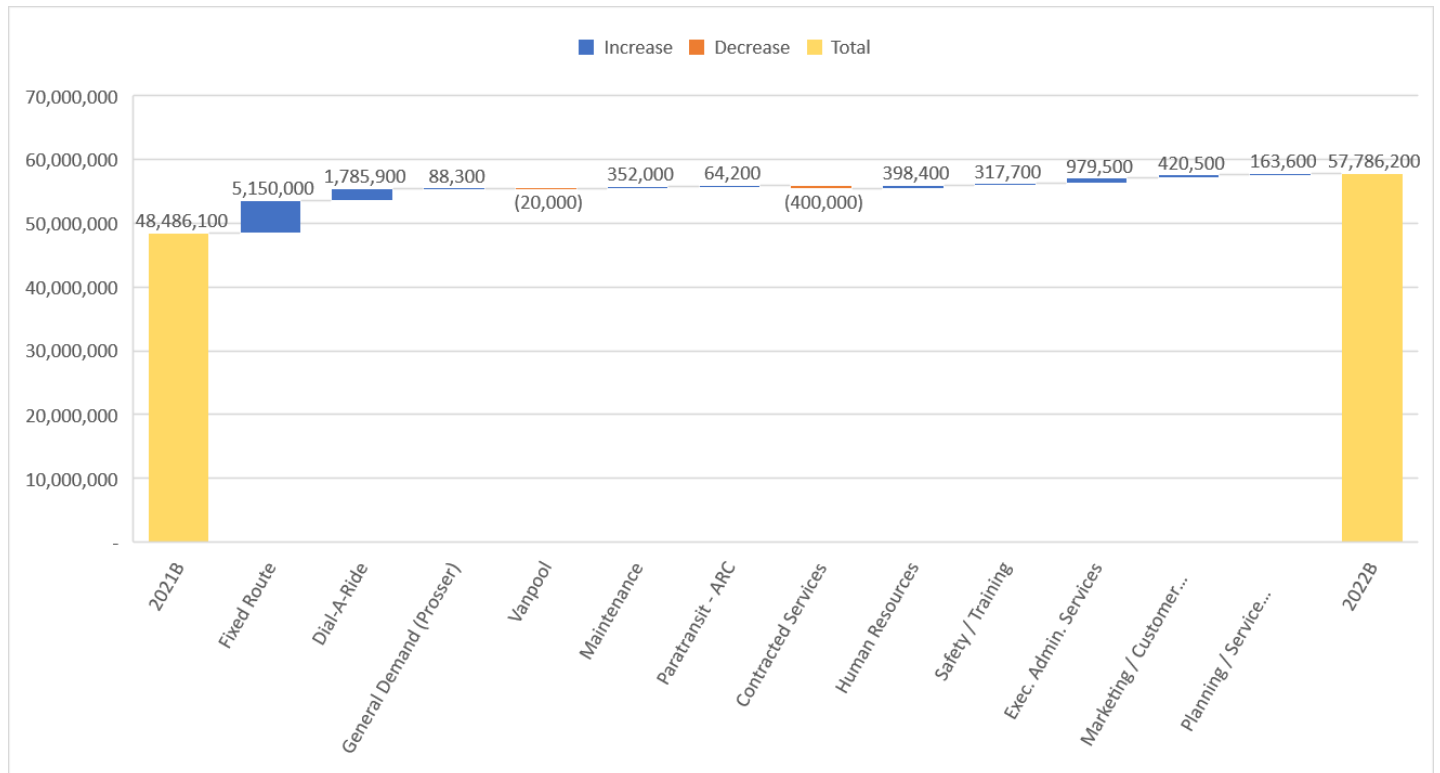
The remaining cost elements are shown below and represent either immaterial dollar amounts or minimal changes from the 2021 budget.

	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

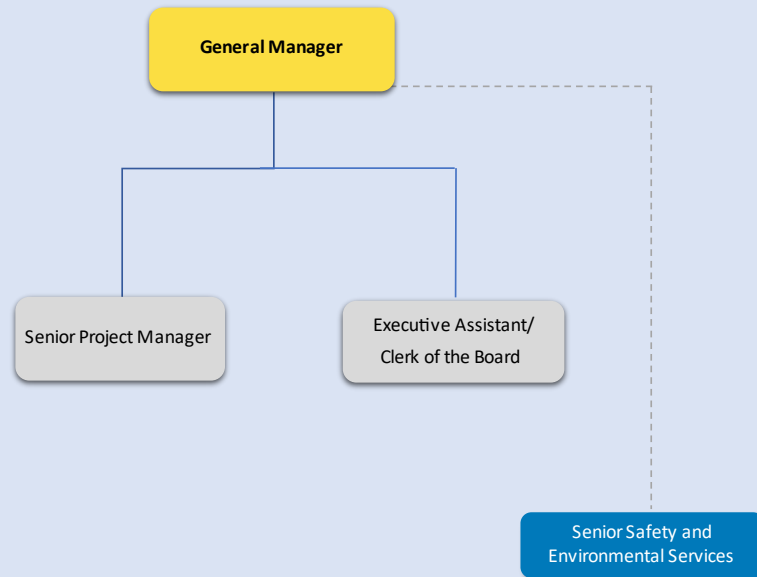
The Administrative Services Department is comprised of several functional areas.

- 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

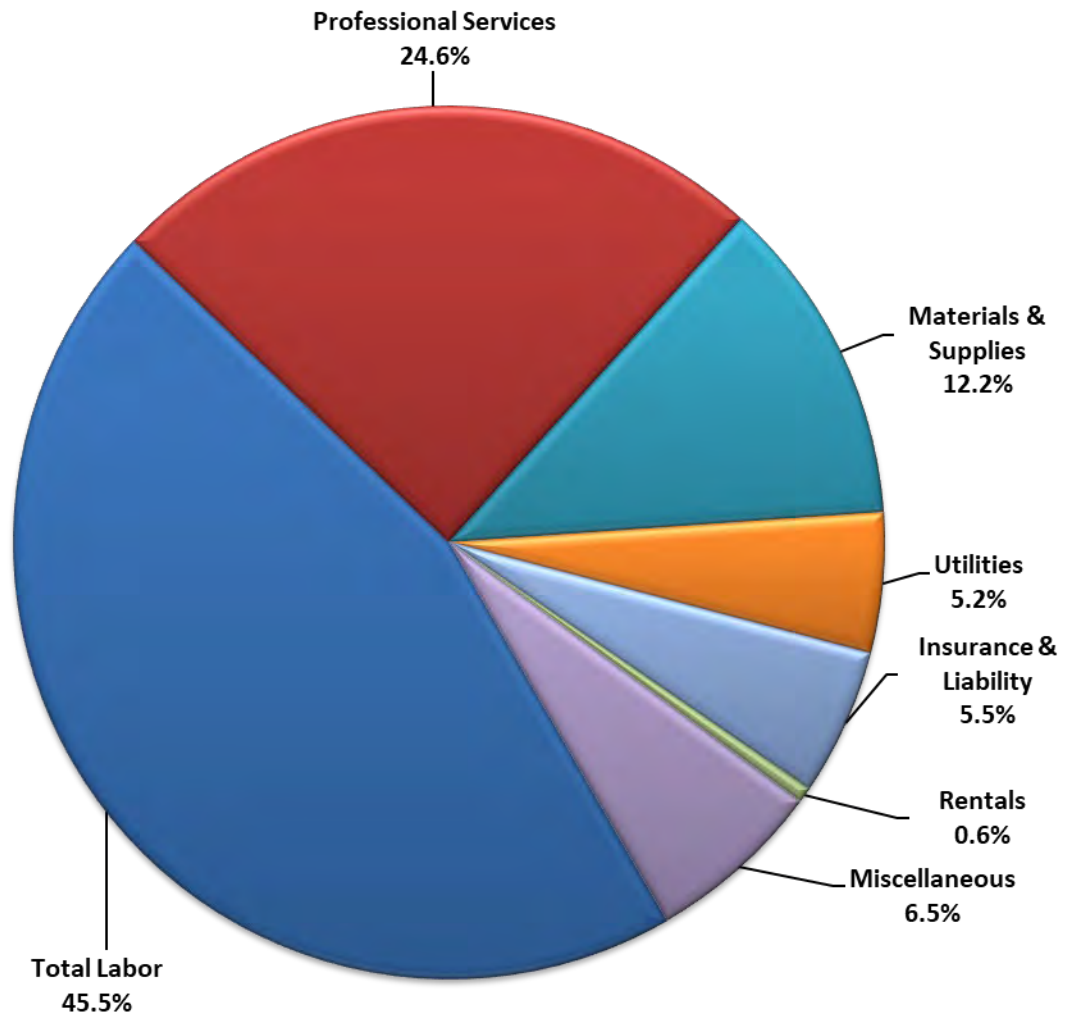


Executive Office



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

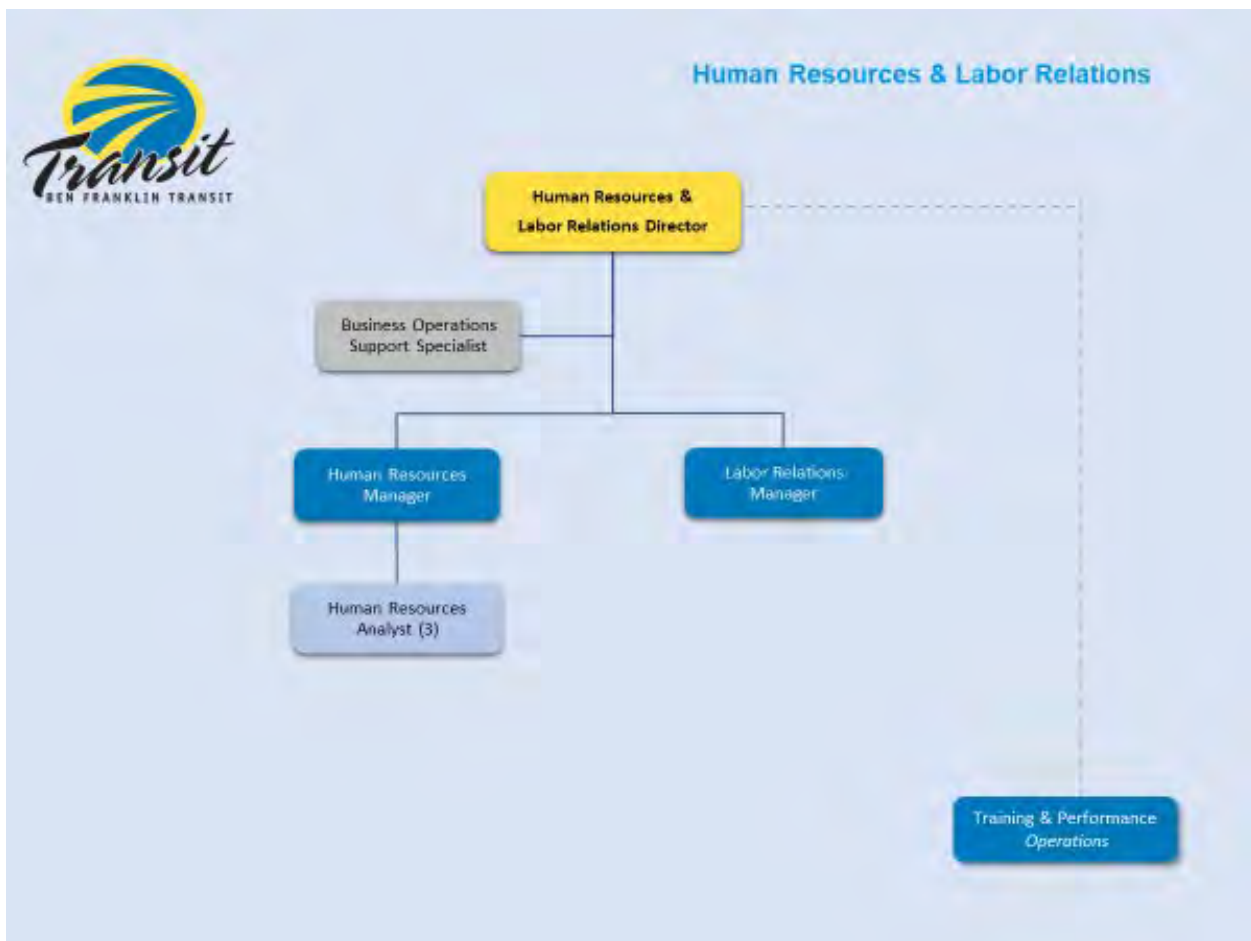
1. Pursue Operational Excellence by growing and developing People, Processes & Tools
 - a. Complete comprehensive fare study that was started in late 2021.
 - b. Continue to provide online training to staff for personal development growth as well as improving technical and technology skills.
 - c. Continue 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.

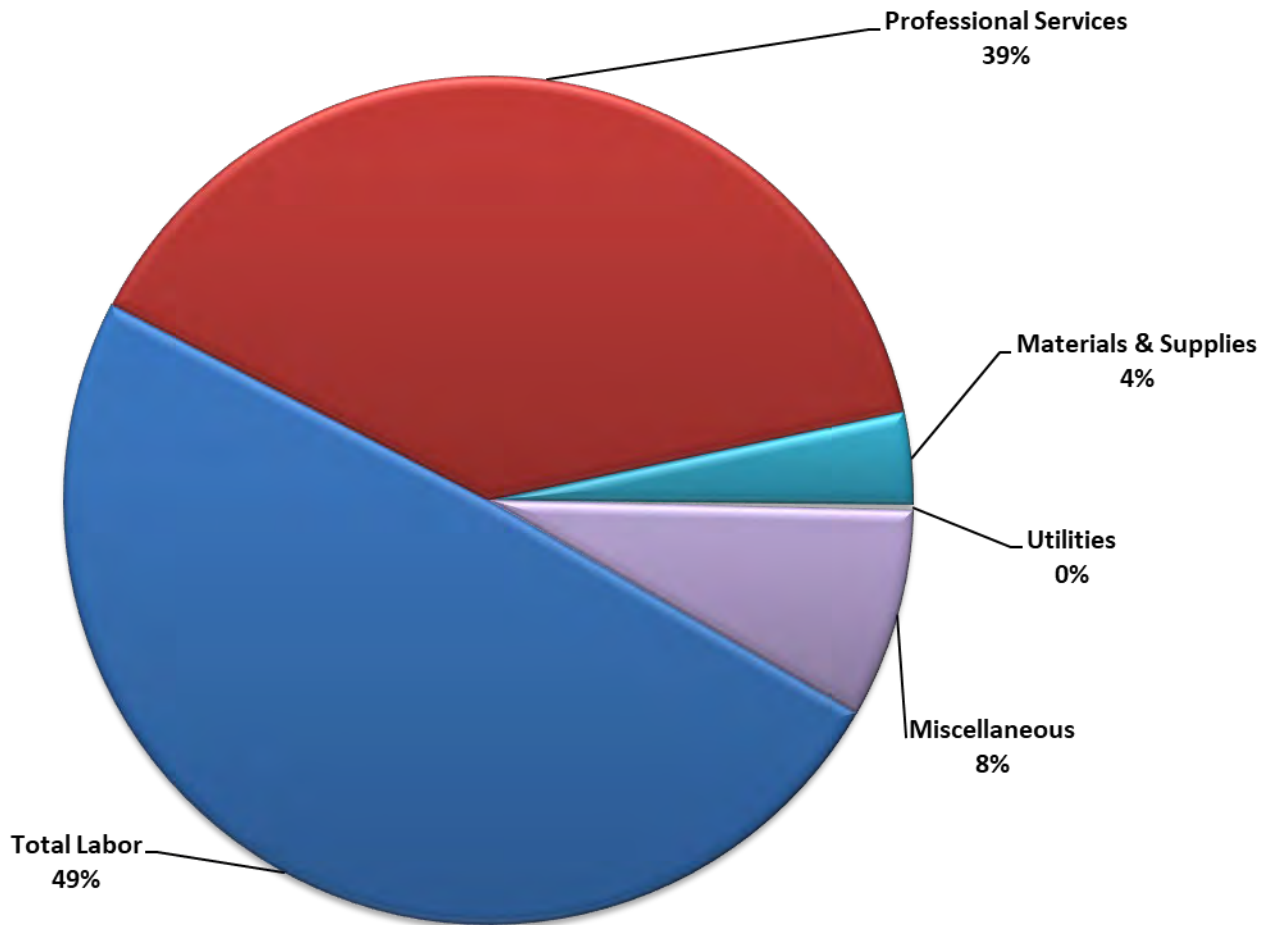
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- g. Implement new mandatory Washington State Long-Term Care tax and associated new LTC benefit plan.
- 5. Meet all regulatory and compliance obligations with excellence
 - a. Clean and timely audits (Financial, Federal, Accountability, NTD, etc.)
 - 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

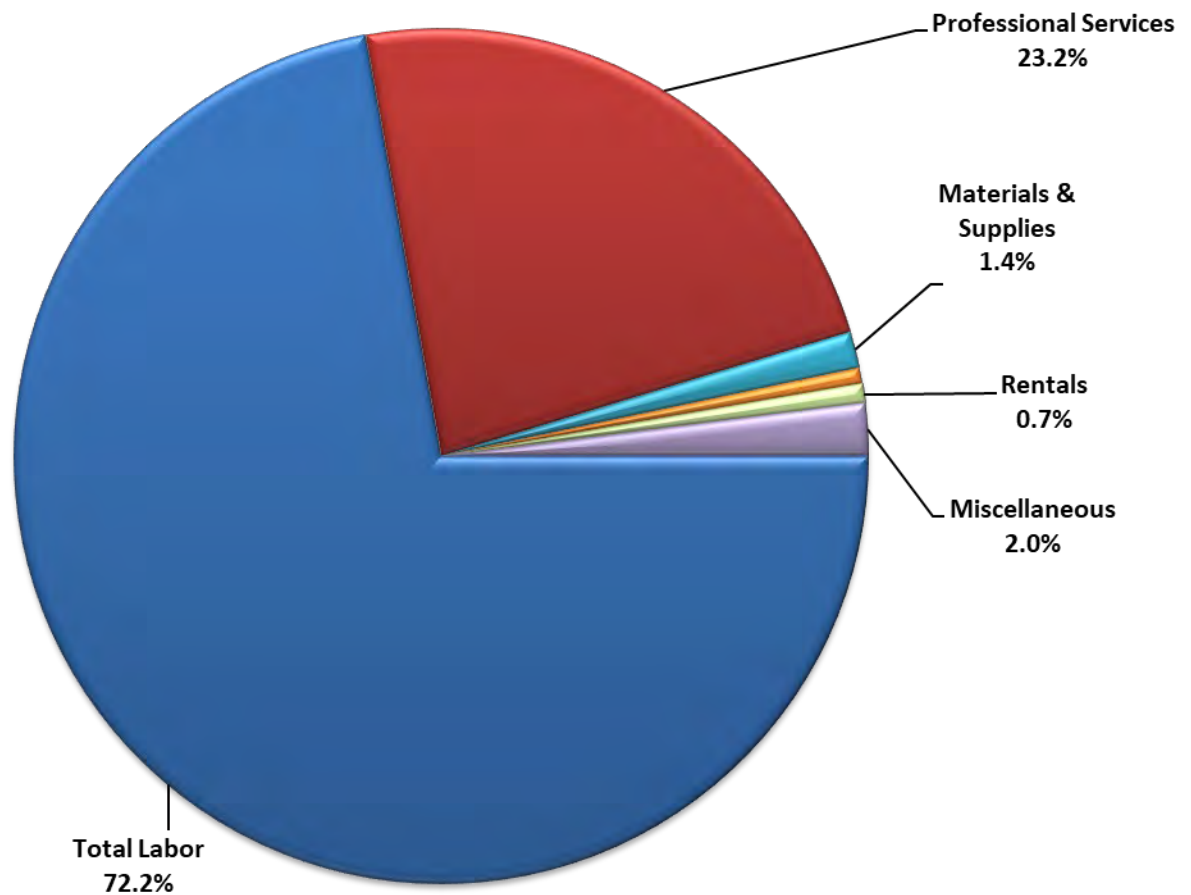
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- 4. Review/update/create identified personnel policies (carry over from 2021 - continuous)**
 - a) Update Complaint Procedure, Recruiting/Selection/Policy, Training Policy, Performance Management/Corrective Actions
 - 5. Implement BFT's "Extra Mile" Mentorship program**
 - a) Develop, coach and mentor one bargaining unit employee to prepare them for a future administrative placement within the Agency
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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

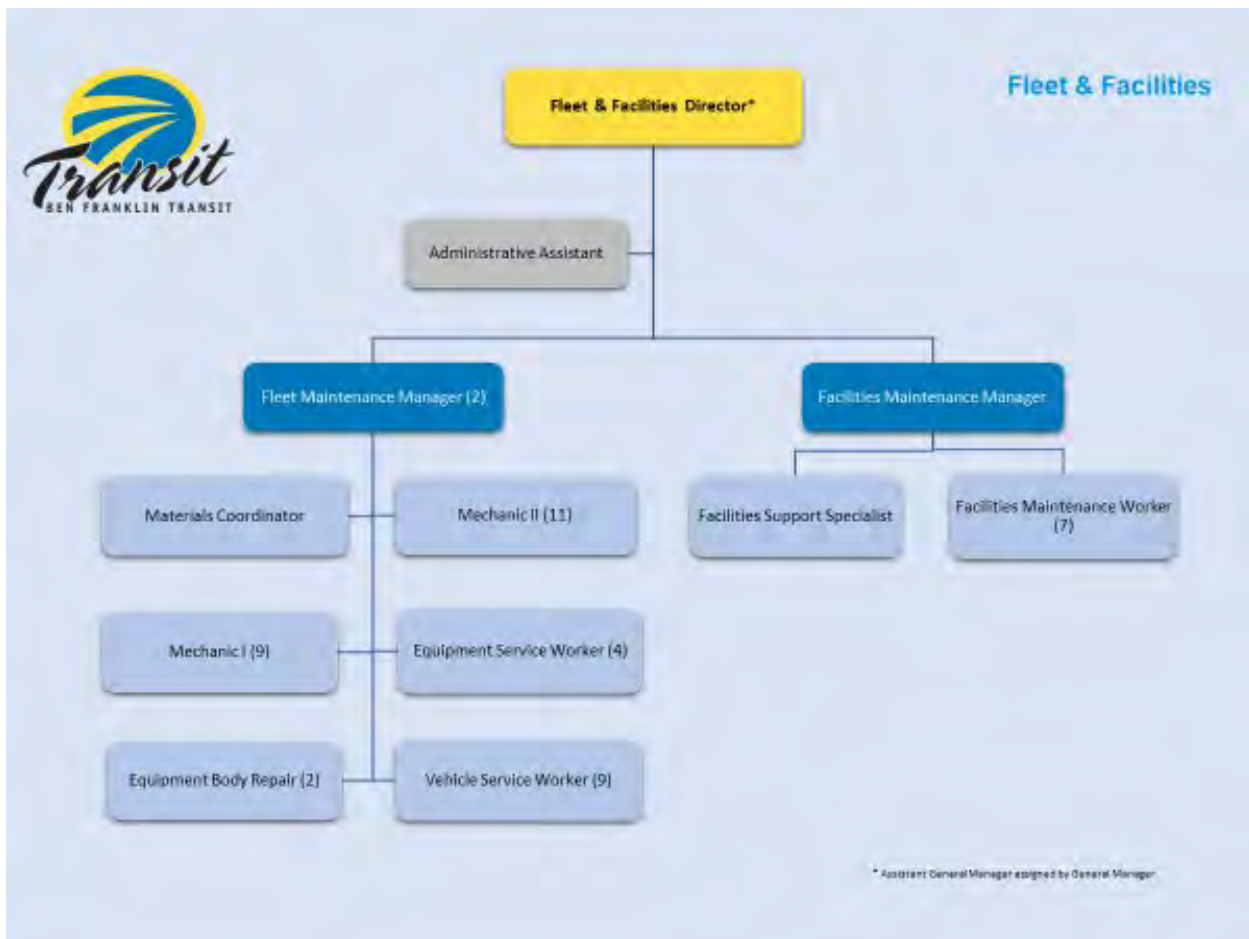
workload balancing to permit MarCom more efficiently and effectively deliver quality and timely products and services to our clients.

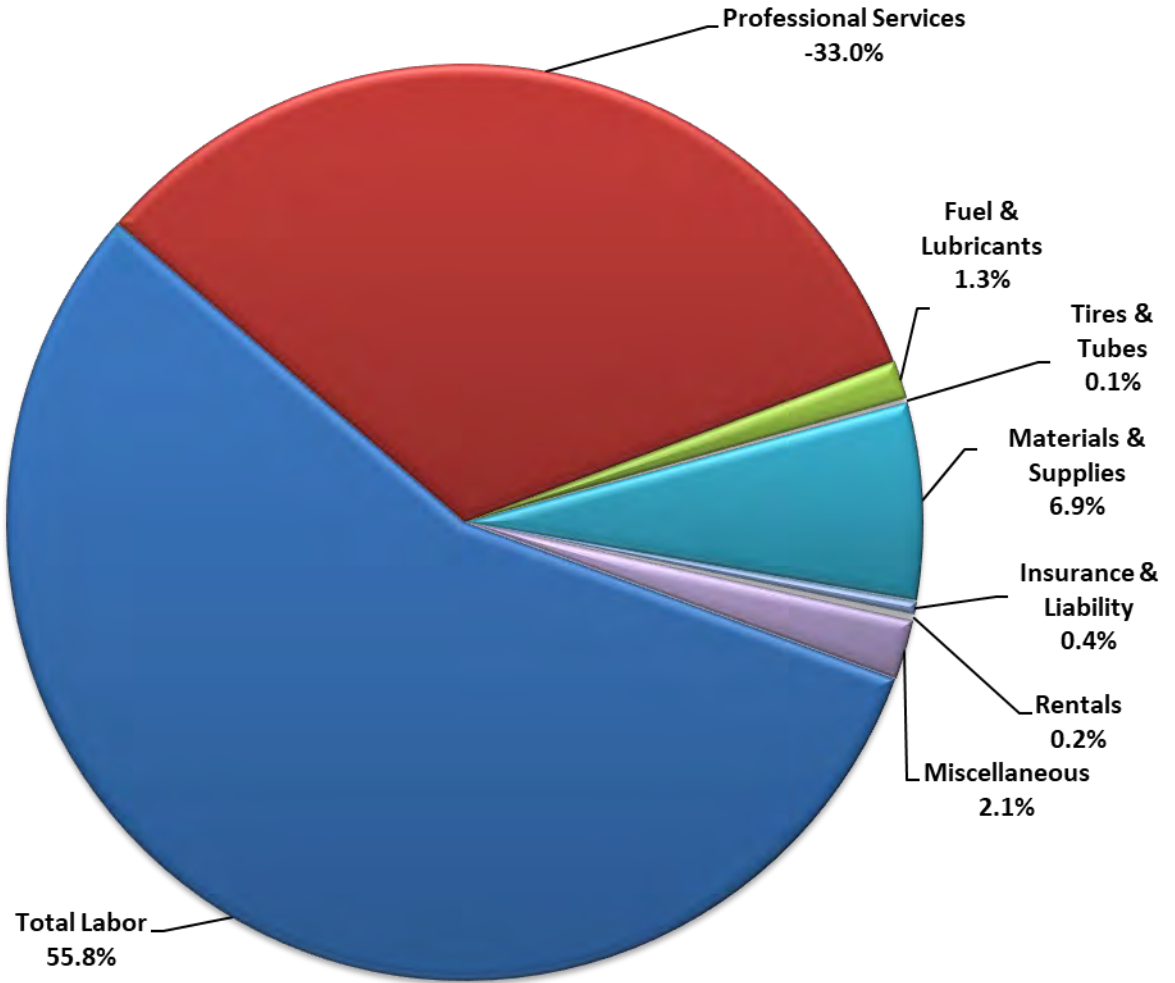
5. Fully implement and successfully manage the new Sales Outlet Procedures and Protocols while promoting/ increasing on-line sales to the community through the BFT website, social medias, while on routing calls and to walk-in sales.
6. Complete renovations to Three Rivers Transit Center
 - a. With appropriate 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.

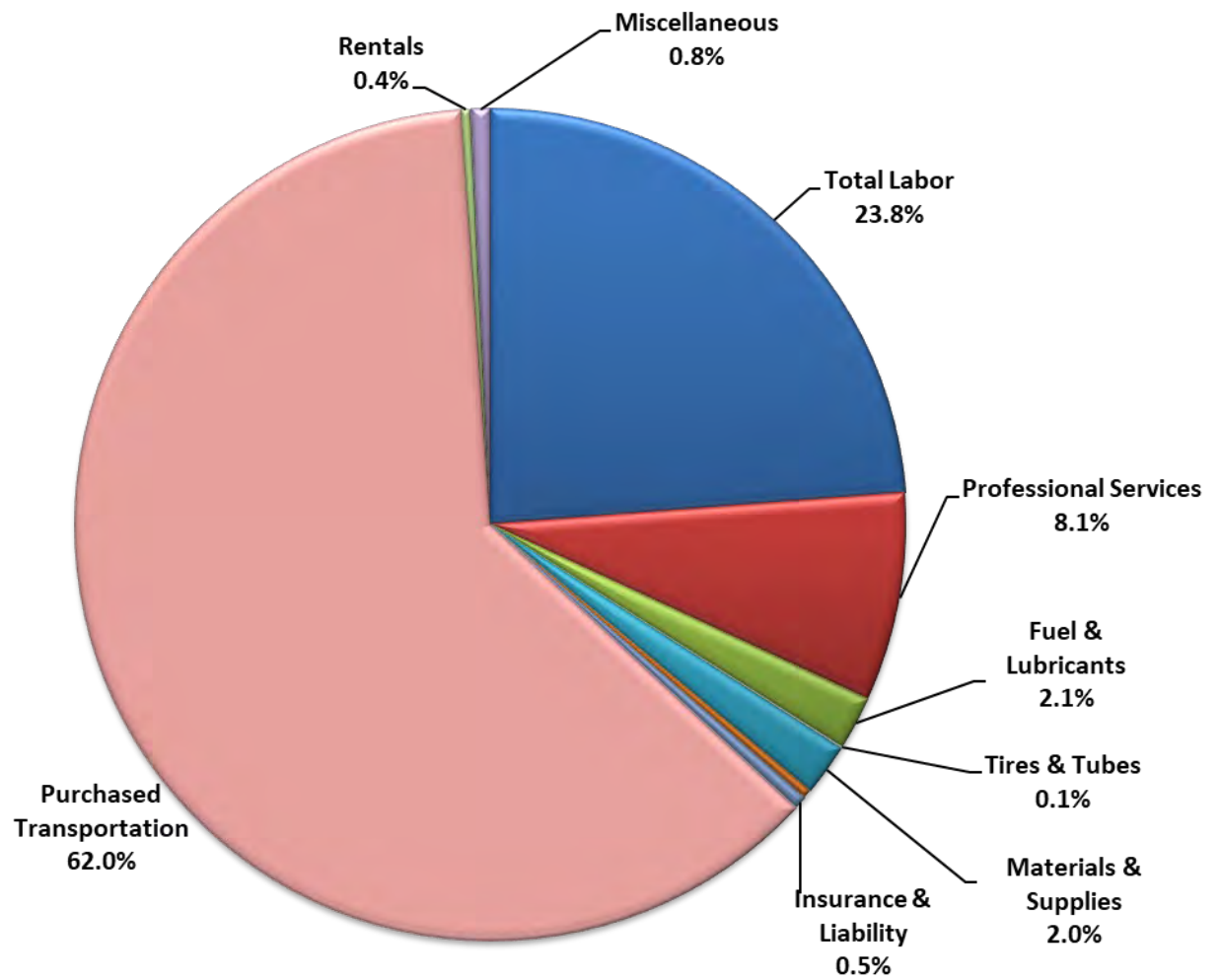
- Service planning and scheduling includes route design for fixed-route route alignments, service frequency, and route scheduling. Service planning staff also lead service-related studies, such as the ongoing WSDOT-funded Prosser/Benton City Service Analysis.
- Contracted services oversight includes 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

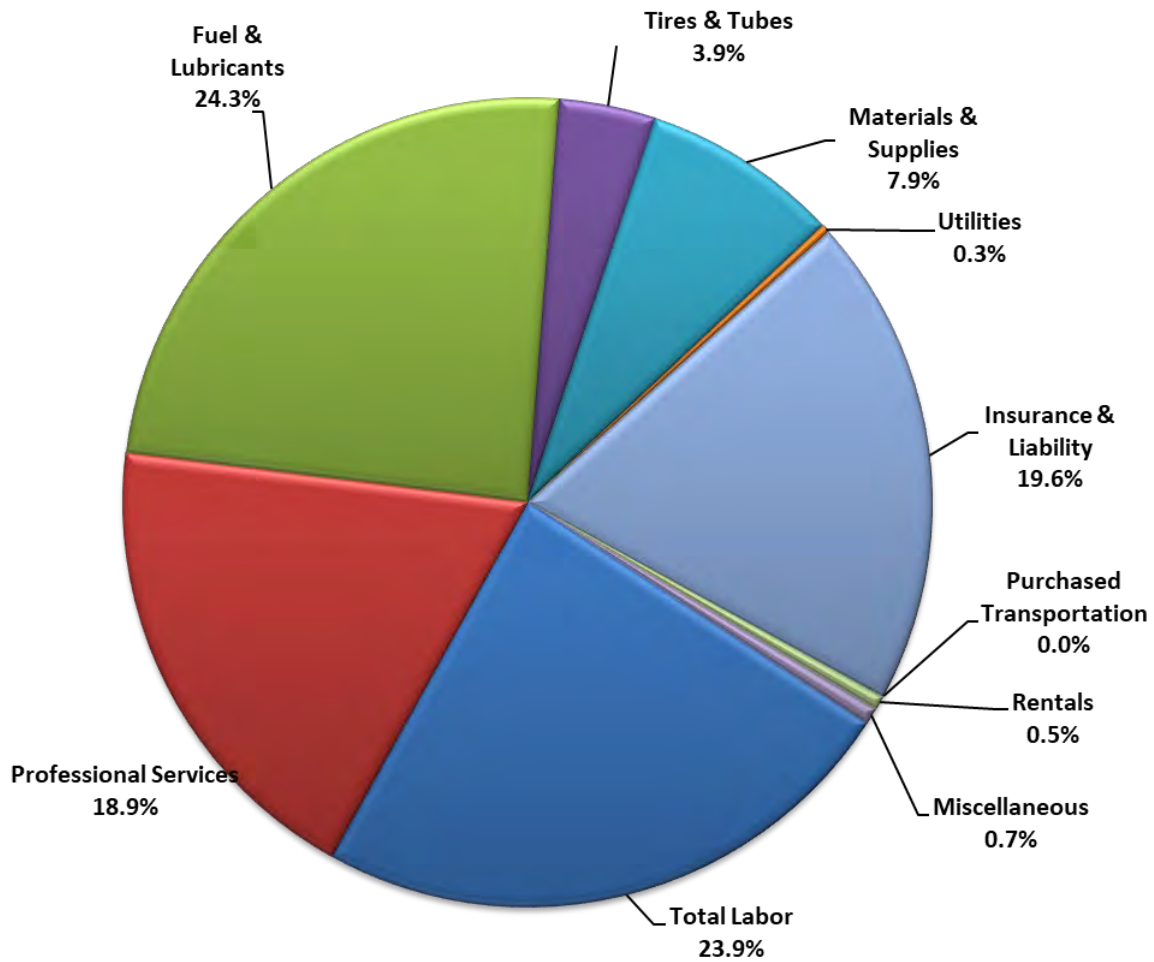
1. Q1: complete Queensgate Village Transit Hub bid documents. Initiate construction of in Q2, with completion expected by mid-2023.
2. Q1: approve concrete construction and amenities installation contracts for up-to 50 bus stop improvements in 2022, with option for an additional 50 in 2023. Obtain private 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.

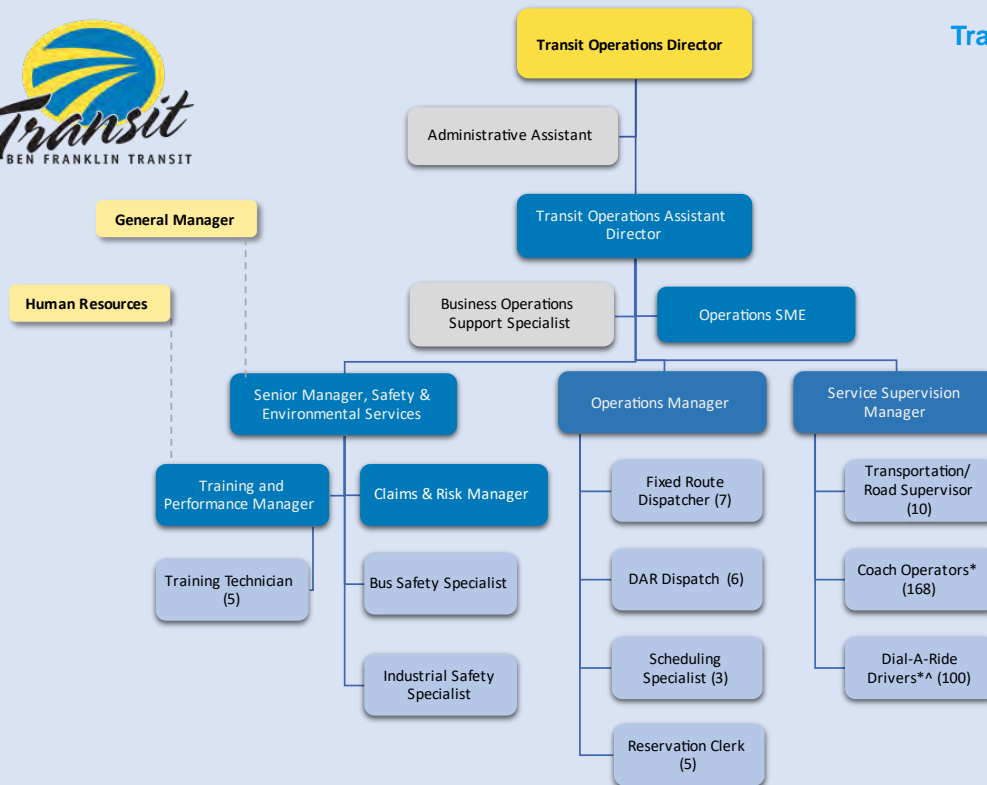
Operations Department

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.

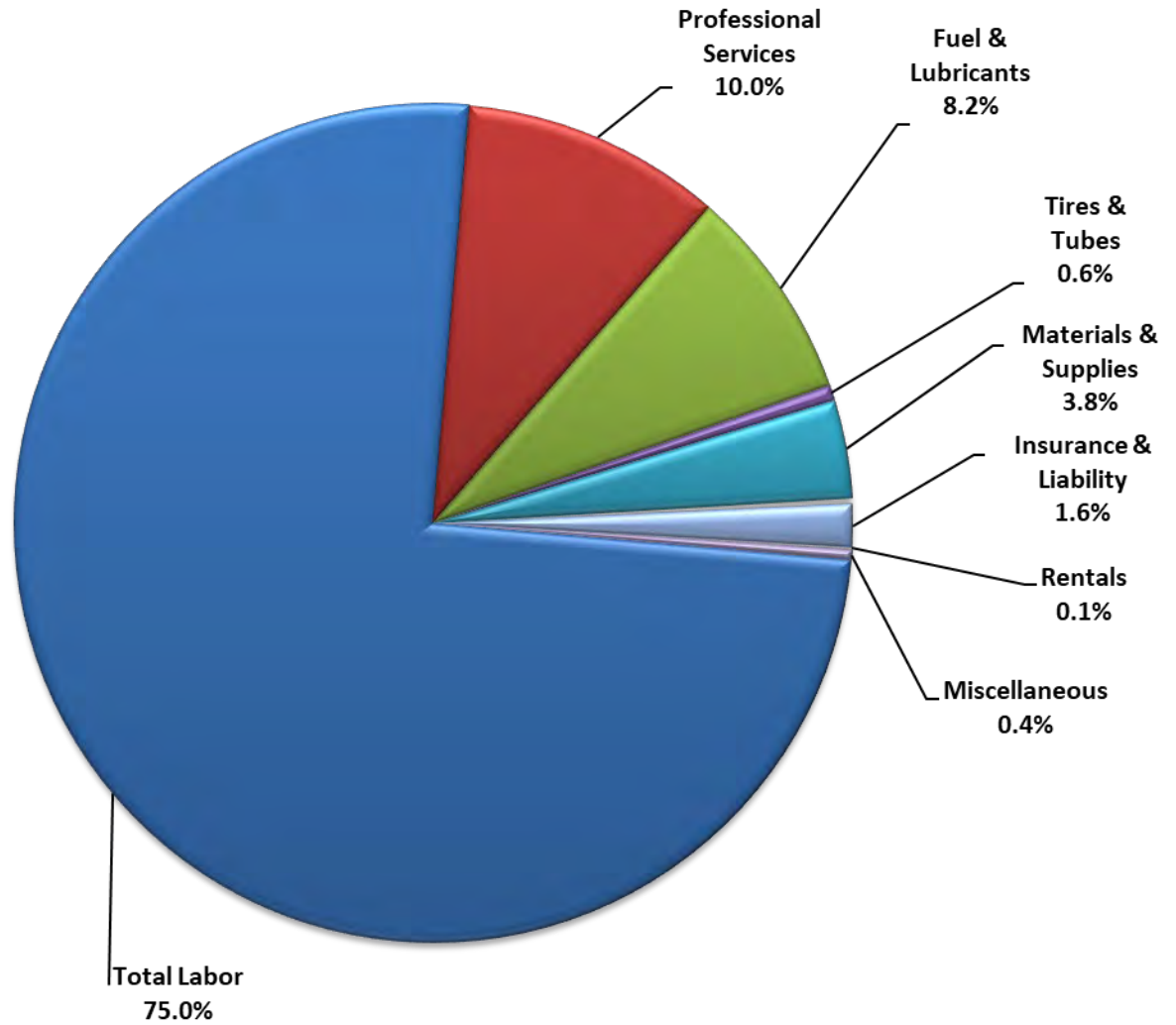
Transit Operations Department	
Department	Department Name
11	Fixed Route Administration
12	Fixed Route Operations/Service Supervision
13	Fixed Route Maintenance
17	Prosser Service Supervision
21	DAR Administration
22	DAR Operations/Service Supervision
23	DAR Maintenance
68	Safety & Security
69	Training



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.

Memorandum

Date: December 9, 2021

To: Gloria Boyce, General Manager

From: Jeff Lubeck, Administrative Services Director

Re: Resolution 77-2021: Authorize the General Manager to Release a Request for Proposals for Budgeting, Planning, and Reporting Software

Background

Ben Franklin Transit (BFT) currently has an Enterprise Resource Planning (ERP) financial management system that is outdated and does not have the features or capabilities to support BFT's Budgeting, Planning and Reporting (BPR) needs. While management intends to complete an assessment of the current ERP system which could lead to the potential replacement of the system, the study, Request for Proposals (RFP), planning, and implementation of a new system will take multiple years.

The project is needed now for the following reasons:

- The current approach to budgeting is very manual and labor intensive. An extremely large spreadsheet must be manually updated every year introducing the possibility of errors in formulas, links, totals, etc.
- The budget spreadsheet must be updated for each of the 26 operating departments. Spreadsheets generally do not allow multiple users to input data at the same time, which means budget managers must wait for the spreadsheet to be available before they can work in their department budgets. This is generally challenging due to the tight time frames budget managers have to complete and update their inputs. This often results in sending out fragments of the master spreadsheet and then copying and pasting inputs back into the main spreadsheet, allowing significant opportunities for errors.
- In addition to the master spreadsheet, there are multiple other spreadsheets that support the budget model, including a complex labor planning model. Due to the sensitivity of salary information and the general lack of security and permissions at the right levels within Excel, the labor model can only be viewed and used by a limited set of HR and Finance staff. A BPR tool can easily allow for permissions for a department manager to have better insight into their labor cost so that it can be more effectively planned and managed. Labor and benefits represent approximately 70 percent of the agency's annual operating expense, so giving broader access to labor management capabilities will help the agency manage this single-largest cost.
- Given the manual nature of the budget model, creating updated forecasts throughout the year is virtually impossible due to the amount of time needed to manually update the model. This means as business conditions change or estimates in underlying assumptions change, a new forecast or scenario analysis cannot be performed without significant effort.
- Because of the limited functionality of the current ERP system, the preparation of monthly financial reports is also entirely manual. Data is extracted from the accounting system into

a spreadsheet and is then manually manipulated and formatted to create the monthly Board, Executive Management, and other management reports. This results in longer time frames to produce and verify reports along with increased possibility of spreadsheet errors due to the manual nature of the data extraction and manipulation.

- Because the extraction of data is manual, ad hoc financial analysis is limited, making ongoing assessments of department spending more challenging and time consuming.
- BFT will be starting the evaluation of the existing ERP system in early 2022. If a new ERP system is ultimately determined to be in BFT's best interest, the amount of time for evaluation, selection, planning, and implementation means the new ERP system would not be expected to be online and functional until 2023 or 2024. Furthermore, during a typical implementation, the emphasis is on the core accounting functions such as timecards, payroll, vendor payments, and basic transactions. The budgeting and reporting modules are often the last modules to be fully implemented and functional.
- Implementing a BPR solution now will both de-risk the transition to a new ERP system and will also make that conversion much easier since the BPR tool will interface with our existing system and can easily interface with a new ERP system, thereby ensuring that the budgeting and reporting functions and processing will seamlessly continue before, during, and after the changeover.
- If the ERP assessment mentioned above does not result in the selection of a new ERP system, then the ERP is important in order to make the existing system and processes work as efficiently and effectively as possible.

Objectives

The objective of this contract is to procure and implement a BPR software tool that:

1. Supports the data driven decision-making initiatives by making information easier to access and utilize as well as increase security levels in accessing data.
2. Will reduce/eliminate the number of manually prepared spreadsheets utilized for the budget process.
3. Will automate the budget preparation, compilation, review, and approval process.
4. Automate the majority of the budget presentation materials, saving time and easing the impact of changes and updates to the budget.
5. Provide an easy-to-use tool that can be used to monitor and report budget-to-actual information and analysis throughout the year.
6. Automate and improve the monthly financial reporting for BFT Board and management.
7. Implement a solution that will either de-risk the transition to a new ERP system, should that transition occur, or will augment the existing accounting system and its reporting shortfalls.
8. Implement a single budget model that can be used for both annual operating forecasts as well as the multiyear forecasts used for other financial planning and budgeting purposes. Currently these are two separate, disconnected forecast models.

Statement of Work (SOW)

BFT will be seeking proposals from qualified firms offering a commercially available and supported BPR software as well as implementation services. This product will replace BFT's current Excel-based, manual system and processes by increasing access to integrated and

streamlined tools while increasing data security levels.

The winning vendor will provide a solution that addresses the existing challenges resulting in manual and time-consuming tasks, long cycle times, and disconnected data with lack of visibility and reporting. These solutions will optimize and transform current financial processes to fit to modern standards in order to elevate finance function to the next level with technology evolutions and upskill employees.

To accomplish this, the proposed technology solution should include:

- a. Feasibility of migrating data from and to existing agency systems, eliminating manual Excel models.
- b. Automated workflow approvals so each individual budget manager can prepare their own budgets and route it to their respective Executive Management Team member for electronic reviews and approvals prior to generating a consolidated version.
- c. Easily consolidate department inputs into an agencywide plan and allow for easier reviews and updates based on consolidated analyses.
- d. Improved financial reporting capabilities and analytics within the product to support monthly budgeting, planning, forecasting, and modeling.
- e. Ability to perform scenario analysis throughout the year to arrive at more accurate forecasts for the year by enabling management to make more informed financial decisions throughout the year.
- f. Ability to perform multiyear forecasts (out to 10 years) at consolidated levels. The multiyear plans do not necessarily need to be at the same level of detail as the annual budget.
- g. Seamless automation of PowerPoint slides from the budget model, saving staff significant time from manual cut-and-paste activities.
- h. Integrating with the existing ERP system as well as potential future ERP platforms.

Project Scope and Milestones

A. Planning and Analysis:

- a. Vendor will conduct discovery, either remotely or onsite, at the beginning of the planning and analysis phase. The purpose is for the vendor to gain sufficient understanding of BFT's budget model, processes, workflows, schedule, etc. to ensure that the proposed solution is properly configured and implemented.
- b. Vendor will create a risk document identifying potential risks to include probability, impact, and mitigation strategies for each risk.
- c. Vendor will work with BFT to determine and document a Work Breakdown Structure of all necessary work items to complete the implementation of the new BPR system to include all deliverables and responsible parties.
- d. Vendor will deliver a BFT-specific project schedule for implementation. A generic implementation timeline and a go-live date will be agreed upon and included in the agreement.
- e. Change Management Plan - Vendor shall help BFT develop an appropriate change management strategy that at a minimum will:
 - i. Identify and fully articulate the organizational changes that the initiative will bring.
 - ii. Develop specific transition and communication strategies for the various

- stakeholder groups.
- iii. Develop strategies for mitigating and managing identified risks to the implementation of the system.
- iv. Vendor will provide detailed system requirements for servers, networks, and end user computers.

B. Design:

- a. Vendor will be responsible for creating configuration documentation (detailing how to configure the system):
 - i. Includes architecting workflows.
 - ii. Includes configuration items identified in Exhibit 1 (this Exhibit will be in a separate Excel file).
 - iii. Vendor will design historical data migration procedure.
 - iv. Vendor will architect the interfaces to and from Fleet-Net, the current accounting system.
 - v. Vendor will develop mutually agreed-upon Service Level Agreement (SLA) and performance metrics.
 - vi. Vendor will work with the BFT to architect the creation of the budget book/budget PowerPoint template.
 - vii. Vendor will develop and document test plans and scripts for system and user acceptance testing.

C. Build and Configure:

- a. Vendor will allow for, or provide and maintain if solution is hosted, a minimum of two (2) environments (Test and Production).
- b. Vendor will be responsible for performing any custom development to meet requirements unless the feature/functionality is noted as “Not Available” in Exhibit 1:
 - i. For any custom development the vendor will need to provide technical specifications.
- c. Vendor will work with BFT to configure the system including:
 - i. Forms for data entry
 - ii. Workflows
 - iii. User access/security
 - iv. All features and functionality noted as “Out of The Box” and “Custom Development” in Exhibit 1
 - v. Vendor will develop data interface(s) to and from Fleet-Net
- d. Vendor will develop data interface(s) or upload procedures to upload budget information from the Vendor’s platform into BFT’s Fleet-Net system.
- e. Vendor will install a Budget System that conforms to the Functional and Technical Requirements in Exhibit 1.
- f. Perform the migration of historical data. Vendor will be responsible for mapping and migrating data. BFT will provide current data in the vendor-requested format and access to database administration resources as needed.

D. Testing:

- a. Vendor will be responsible for the system testing and reviewing all functionality with BFT prior to User Acceptance Testing (UAT).
- b. Vendor will resolve items identified in system and UAT. Any discrepancies not in alignment with the original requirements will be the responsibility of the Vendor.

- c. Vendor may be required to provide documentation or evidence that the requirements in Exhibit 1 have been met.
- E. Training and Documentation:
- a. Vendor to provide training and documentation:
 - i. Vendor to describe their standard approach to training.
 - ii. Training sufficient to train core Finance team to enter and process budgets; create reports; and generally navigate the system.
 - iii. “Train-the-Trainers” training sufficient for BFT Finance staff to train nonfinance budget developers on how to use the system and tools for entering and processing budgets.
 - iv. Training for how to modify the configuration of the system in the future.
 - v. Provide the option to record or provide electronic version of all training aids.
 - vi. Provide User guide documentation.
- F. Deployment:
- a. Participate in a go/no go decision with identified stakeholders from BFT.
 - b. Implement cutover plan to deliver a configured budget management system.
- G. Accept and Close-out Process:
- a. Close out invoicing.
 - b. Finalize and deliver remaining documentation, recorded trainings, etc.
 - c. Work with BFT to conduct lessons learned.
 - d. Complete transition to Support and Maintenance and communicate support plan.

Anticipated Cost Summary

The contract and pricing will have two main components. First is the up-front licensing, configuration, implementation, and training. This will be a capital cost and is included within the existing scope and budget of Project TEC-0010, IT Technology.

The second aspect of the contract will be the annual software licensing and support cost. This will be part of the annual operating budgets.

Up-Front Implementation & Training (capitalized)	\$60,000
Year 1 License Cost (Operating Budget)	\$40,000
Year 2 License Cost (Operating Budget)	\$45,000
Year 3 License Cost (Operating Budget)	\$48,000
Year 4 License Cost (Operating Budget)	\$50,000
Year 5 License Cost (Operating Budget)	\$52,000
Total Potential Five Year Cost	\$295,000

Funding

Budgeted: Yes

Project No.: TEC0010 (approved in 2019)

Budget Source: Existing approved Capital Budget for initial implementation cost

Budget Source: 2022 Operating Budget for Year 1 Operating Cost

Funding Source: Local Funds

Recommendation

Authorize the General Manager to Release a Request for Proposals for the acquisition, implementation, training, and support of a Budgeting, Planning, and Reporting software solution.

Forward as presented:

Gloria Boyce, General Manager

BEN FRANKLIN TRANSIT

RESOLUTION 77-2021

A RESOLUTION AUTHORIZING THE GENERAL MANAGER TO RELEASE A REQUEST FOR PROPOSALS FOR THE SELECTION, IMPLEMENTATION, TRAINING, AND SUPPORT FOR A NEW BUDGETING, PLANNING, AND REPORTING SOFTWARE SOLUTION

WHEREAS, BFT has a need for a Budgeting, Planning, and Reporting solution; and

WHEREAS, staff will advertise and request proposals for a Budgeting, Planning, and Reporting solution; and

WHEREAS, staff estimate they will make a recommendation for award to the Board in March of 2022; and

WHEREAS, funding for the new Budgeting, Planning, and Reporting system will be provided by local funding from the 2021 Capital Budget and 2022 Operating Budget.

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

1. The General Manager is authorized to release a request for proposals for Budgeting, Planning, and Reporting Software.

APPROVED AT A REGULAR TRANSIT BOARD OF DIRECTORS MEETING held Thursday, December 9, 2021, at 1000 Columbia Park Trail, Richland, Washington.

ATTEST:

Janet Brett, Clerk of the Board

Richard Bloom, Chairman

APPROVED AS TO FORM BY:

Jeremy Bishop, Legal Counsel

Memorandum

Date: December 9, 2021

To: Gloria Boyce, General Manager

From: Wendi Warner, Director of Human Resources and Labor Relations

RE: **Resolution 78-2021: Adopt the Updated Succession Plan Policy**

Background

Ben Franklin Transit's (BFT) Succession Plan Policy, Policy # 3130, was implemented September 14, 2006, and conceptually was aimed to ensure replacements for key job incumbents in executive and administrative exempt positions could be developed from within the Agency. This policy existed primarily in concept, as no official succession plan has been in place to date.

BFT's staff has revised the policy and renumbered it as Policy HR-117. The revised policy provides greater clarity around the purpose of the plan and eligibility for participation. It also defines programmatic responsibilities and outlines administrative elements for the implementation of an actionable succession plan for BFT. The BFT Succession Plan has been in development and is slated to be implemented in the first quarter of 2022.

The revised policy also establishes an annual approval process by the General Manager for authorization of the plan's implementation. These revisions have been reviewed by Summit Law to ensure full compliance with federal, state, and local laws.

Economic Impact

These changes serve to provide clarification, definition, and authorization practices for the administration of BFT's Succession Plan. The policy has no direct economic impact.

Funding

Budgeted: N/A

Budget Source: N/A

Funding Source: N/A

Recommendation

Adopt Policy HR-117, Succession Plan Policy, with revised content.

Forwarded as presented:

Gloria Boyce, General Manager

BEN FRANKLIN TRANSIT

RESOLUTION 78-2021

A RESOLUTION AUTHORIZING THE BEN FRANKLIN TRANSIT BOARD OF DIRECTORS TO ADOPT THE UPDATED SUCCESSION PLAN POLICY

WHEREAS, The BFT Succession Plan Policy, Policy #3130, was implemented September 14, 2006; however no formal plan accompanied the policy; and

WHEREAS, the revised Succession Plan Policy, HR-117, provides clarity in purpose, eligibility, programmatic responsibilities, administrative elements, and approvals, and

WHEREAS, the first official BFT Succession Plan is scheduled for implementation in the first quarter of 2022; and

WHEREAS, the policy has been reviewed by Summit Law to ensure compliance with federal, state, and local laws.

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

1. The revised Succession Plan Policy, HR-117, is hereby approved.

APPROVED AT A REGULAR BEN FRANKLIN TRANSIT BOARD OF DIRECTORS meeting held Thursday, December 9, 2021, at 1000 Columbia Park Trail, Richland, Washington.

ATTEST:

Janet Brett, Clerk of the Board

Richard Bloom, Chairman

APPROVED AS TO FORM BY:

Jeremy J. Bishop, Legal Counsel



Policy Number:	HR-117	PURPOSE: To provide continuity in leadership, minimize extended and costly vacancies in key positions, and to identify and prepare candidates for next-level opportunities for growth and advancement into positions of greater responsibility and authority, including key management vacancies.
Section:	HUMAN RESOURCES	
Effective:	12.09.2021	
Reference:	Policy 3130	
General Manager Approval:		
Revision Number	Effective Date	Description of Change
NEW	09.14.2006	Initial Adoption (new policy)
N/A	06.02.2021	Policy number updated from 3130 to HR-117. No change to content.

1. Objective

Ben Franklin Transit (BFT) recognizes that changes in management are inevitable and, therefore, planning for successor placements to fill key vacancies is strategic and prudent to best ensure business continuity and recruiting cost containment. The succession planning process will indicate vulnerability projections for critical positions and for positions that require a highly specialized level of technical knowledge and skill.

The goal of the plan is to develop individuals in the organization in competencies and skills necessary to meet the future needs of the organization. By developing internal talent for promotional opportunities and cross-functional placements, BFT strengthens and preserves institutional knowledge and continuity of workplace culture while reinforcing cross-functional knowledge and reducing the cost of recruitment.

For these reasons, BFT aims to ensure that internal candidates who demonstrate successful performance, growth potential, and a demonstrated desire for career advancement are mentored and developed for potential promotional and growth opportunities within the Agency.

2. Coverage

Nonrepresented employees

Nonrepresented BFT employees who demonstrate a desire and the capacity for professional growth, such as by maintaining a successful performance rating each year, and who rank within the range for potential according to the annual Succession Plan Ranking evaluation process, will be eligible for participation in the BFT Succession Plan.

Represented employees

Represented employees may apply for consideration to participate in the Succession Plan by submitting a letter of request to Human Resources. Represented employees will be considered for inclusion after successful completion of their probationary period. A panel interview will be conducted to evaluate readiness and commitment for participation within the Plan.

3. Responsibilities

Director of Human Resources

The Director of Human Resources (DHR) is responsible for the development, execution, and general oversight for the Agency Succession Plan.

Management/Department Directors

Management personnel and department directors are responsible to partner with Human Resources to determine opportunity readiness and individual development requirements for team members under their direct and indirect supervision. These responsibilities include the following activities related to the completion of the Succession Plan:

1. Analysis and ranking of team member performance and potential
2. Identify critical and vulnerable positions, planned retirements, potential turnover, etc.
3. Identify appropriate 'next step' lateral and/or vertical growth opportunities for Succession Plan participants
4. Identify key development areas for targeting training, mentoring, and education of Succession Plan participants
5. Determine opportunity readiness timeframes for Succession Plan participants
6. Support the execution of individual development plans for Succession Plan participants

General Manager

The General Manager maintains final authority to approve the structure and implementation of the Agency's Succession Plan on an annual basis.

Succession Plan Participants

Employees who are identified as Succession Plan participants are responsible to fulfill their identified development plan activities within the specified timeframes. Participants who fail to engage in development activities as identified may be removed from current and future Succession Plan participation.

4. Succession Plan and Policy Administration

While Ben Franklin Transit encourages employees to pursue career growth and advancement opportunities within the Agency, BFT must select the best candidate for each position based on an open hiring process. As such, participation in the Succession Plan and identification for potential placement opportunities within the Plan is not a guarantee of future placement or promotion.

5. General Guidance

BFT employees who are interested in career advancement opportunities are strongly encouraged to expand their higher education credentials and civic involvement to best prepare themselves for job opportunities with increased responsibility and/or management advancement. BFT's Tuition Reimbursement Policy supports this aim by covering certain tuition costs for job-related educational pursuits. Extracurricular professional development activities such as participation in professional membership associations and civic organizations, volunteering on nonprofit boards, and participating in leadership development programs, also provide knowledge-enrichment experiences and are recommended for career-minded employees.



Policy Number:	HR-117	PURPOSE: To ensure replacements for key job incumbents in executive, professional and administratively exempt professional positions in the organization. <u>To provide continuity in leadership, minimizeavoid extended and costly vacancies in key positions and to identify and prepare candidates for next level opportunities for growth and advancement into positions of greater responsibility and authority, including key management vacancies.</u>
Section:	HUMAN RESOURCES	
Effective:	12.09.2021 09.14.2006	
Reference:	Policy 3130	
General Manager Approval:		
Revision Number	Effective Date	Description of Change
NEW	09.14.2006	Initial Adoption (new policy)
N/A	06.02.2021	Policy number updated from 3130 to HR-117. No change to content.

1. Objective:

Ben Franklin Transit (BFT) recognizes that changes in management are inevitable and, therefore, planning for successor placements to fill key vacancies is strategic and prudent to best ensure business continuity and recruiting cost containment. ~~demonstrated professional~~The succession planning process will indicate vulnerability projections for critical positions and for positions that require a highly specialized level of technical knowledge and skill.

The goal of the plan is to develop individuals in the organization in competencies and skills necessary to meet the future needs of the organization. By developing internal talent for promotional opportunities and cross-functional placements, BFT strengthens and preserves institutional knowledge and continuity of workplace culture while reinforcing cross functional knowledge and reducing the cost of recruitment.

For these reasons, BFT aims to ensure that internal candidates who demonstrate successful performance, growth potential and a demonstrated desire for career advancement are mentored and developed for potential promotional and growth opportunities within the Agency.

2. Coverage:

Non-represented employees

Non-represented BFT employees who ~~demonstrate~~ a desire and the capacity for professional growth, such as by maintaining a sSuccessful performance rating each year, and who rank within the range for potential according to the annual Succession Plan Ranking evaluation process, will be ~~eligible~~identified for participation in the BFT Succession Plan.

Represented employees

Represented employees may apply for consideration to participate in the Succession Plan by submitting a letter of request to Human Resources. Represented employees will be considered for inclusion after successful completion of their probationary period. A panel interview will be conducted to evaluate readiness and commitment for participation within the Plan.

3. Responsibilities

Director of Human Resources

The Director of Human Resources (DHR) is responsible for the development, execution, and general oversight for the Agency Succession Plan.

Management/Department Directors

Management personnel and department directors are responsible foring to partner with Human Resources to determine opportunity readiness and individual development requirements for team members under their direct and indirect supervision. These responsibilities include the following activities related to the completion of the Succession Plan:

1. Analysis and ranking of team member performance and potential
2. Identify critical and vulnerable positions, planned retirements, potential turnover, etc.
3. Identify appropriate 'next step' lateral and/or vertical growth opportunities for Succession Plan participants.
4. Identify key development areas for targeting training, mentoring and education of Succession Plan participants.
5. Determine opportunity readiness timeframes for Succession Plan participants
6. Support the execution of individual development plans for Succession Plan participants

foringGeneral Manager

The General Manager maintains final authority to approve the structure and implementation of the Agency's Succession Plan on an annual basis.

Succession Plan Participants

Employees who are identified as Succession Plan participants are responsible to fulfill their identified development plan activities within the specified timeframes. Participants who fail to engage in development activities as identified may be removed from current and future Succession Plan participation.

4. Succession Plan and Policy Administration

While Ben Franklin Transit (BFT) encourages employees to pursue career growth and advancement opportunities within the Agency, BFT must select the best candidate for each position based on an open hiring process. As such, participation in the Succession Plan and identification for potential placement opportunities within the Plan is not a guarantee of future placement or promotion.

5. General Guidance

The desired results of the succession planning program are to:

- Identify high potential employees who have the desire and willingness to commit to positions of higher responsibility than those they presently occupy.
- Encourage the systematic and long-term development of individuals to replace key job incumbents as the need arises due to deaths, disabilities, retirements, and other unexpected losses.
- Provide a continuous flow of talented people to meet the organization's management needs.

Procedures: While Ben Franklin Transit (BFT) encourages employees to excel in the above areas, BFT must select the best candidate for the position based on an open hiring process. As such, taking the above educational classes and joining organizations is not a guarantee of promotion.

Procedures:

The succession plan will be carried out as follows:

BFT ~~e~~Interested employees who are interested in career advancement opportunities are strongly encouraged to expand on their higher education ~~at~~ credentials and civic involvement ~~in order to~~ better prepare themselves for job opportunities with increased responsibility and/or management advancement. BFT's Tuition Reimbursement Policy supports this aim by covering certain tuition costs for job-related educational pursuits.

Extracurricular professional development ~~a~~Activities outside of work are preferred such as participation in membership in professional membership associations and civic organizations, ~~a service club, serving on Board of Directors of~~volunteering on ~~a non-profit boards,~~ and participating in leadership development programs also provide knowledge enrichment experiences and are recommended Leadership Tri Cities/Leadership APTA as well as for career-minded employees.

~~civic organizations.~~

- ~~While Ben Franklin Transit (BFT) encourages employees to excel in the above areas, BFT must select the best candidate for the position based on an open hiring process. As such, taking the above educational classes and joining organizations is not a guarantee of promotion.~~

- ~~See Appendix for list of "possible" Succession Plan Business & Leadership classes.~~

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List of Suggested Business & Leadership Classes

- Leadership Competencies
- Policy and Strategy
- Effective Communication
- Consensus Based (Collaborative) Negotiations
- Budget Development in Difficult Times
- Performance Management
- Adaptability to Change and Innovative Thinking
- Strategic Marketing
- Ethics and Integrity in Public Service

- ~~Other leadership seminars/programs~~
- ~~University degree~~

Memorandum

Date: December 9, 2021

To: Gloria Boyce, General Manager

From: Wendi Warner, Director of Human Resources and Labor Relations

RE: **Resolution 79-2021: Adopt the Updated Improper Governmental Actions/
Whistleblower Protection Policy**

Background

Ben Franklin Transit's (BFT) Improper Governmental Actions/Whistleblower Protection Policy, Policy #HR 109, was implemented February 11, 1993. The purpose of the policy was to ensure processes were in place for employees to confidentially raise good-faith concerns about possible misconduct in matters of governmental actions and financial reporting without fear of retribution. The policy also set forth steps for investigation and a prohibition against retaliation.

BFT's staff has revised the policy and renumbered it as Policy HR-114. The revised policy is compliant with the Revised Code of Washington, Title 42, Chapter 42.42, Section 42.42.030, see (RCW 42.41.030 - "Right to report improper governmental action—Policies and procedures"), as defined under "Public Officers and Agencies, Local Government Whistleblower Protection".

The revised policy has been reviewed by Summit Law to ensure full compliance with federal, state, and local laws.

Economic Impact

These changes serve to provide updated guidance and clarification for the practices which are established at the Agency and have no direct economic impact.

Funding

Budgeted: N/A

Budget Source: N/A

Funding Source: N/A

Recommendation

Adopt Policy HR-114, Improper Governmental Actions/Whistleblower Protection Policy with updated content.

Forwarded as presented:

Gloria Boyce, General Manager

BEN FRANKLIN TRANSIT

RESOLUTION 79-2021

A RESOLUTION AUTHORIZING THE BEN FRANKLIN TRANSIT BOARD OF DIRECTORS TO ADOPT THE UPDATED IMPROPER GOVERNMENTAL ACTIONS/WHISTLEBLOWER PROTECTION POLICY

- WHEREAS, The Improper Governmental Actions/Whistleblower Protection Policy serves to ensure processes are in place for employees to confidentially raise good faith concerns about possible misconduct in matters of governmental actions and financial reporting without fear of retribution; and
- WHEREAS, the policy also sets forth steps for investigation and prohibits retaliation; and
- WHEREAS, the revised policy is compliant with RCW 42.41.030; and
- WHEREAS, the existing policy is 28 years old and has not been updated since 1993.

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

1. The revised Improper Governmental Actions/Whistleblower Protection Policy, HR-114, is hereby approved.

APPROVED AT A REGULAR BEN FRANKLIN TRANSIT BOARD OF DIRECTORS meeting held Thursday, December 9, 2021, at 1000 Columbia Park Trail, Richland, Washington.

ATTEST:

Janet Brett, Clerk of the Board

Richard Bloom, Chairman

APPROVED AS TO FORM BY:

Jeremy J. Bishop, Legal Counsel



Policy Number:	HR-114	PURPOSE: To ensure that there are processes in place for employees to confidentially raise concerns in good faith, without fear of retribution, about possible misconduct in matters of governmental actions and financial reporting, and to ensure that processes are in place for the independent investigation of such matters and appropriate follow-up action.
Section:	HUMAN RESOURCES	
Effective:		
Reference:	01-1993 HR-109	
General Manager Approval:		
Revision Number	Effective Date	Description of Change
NEW	02.11.1993	Initial Adoption (new policy)
N/A	06.02.2021	Policy number updated from 3030, 01-1993 to HR-114. No change to content.

1. Objective

The Ben Franklin Transit (BFT) Whistleblower Protection Policy formalizes the Agency's position and procedure to protect whistleblowing activity. In matters of public administration, Ben Franklin Transit aims to ensure ethical practices, transparency, and accountability in its financial reporting and governmental actions. Accordingly, all employees who know of or have a sincere concern of illegal, abuse of authority, or fraudulent activity, or of activity that would constitute a danger to the public health or safety, are encouraged to report such activity under the procedures outlined in this policy. Appropriate steps will be taken to investigate their concerns, and employees will be protected from retaliation for good-faith reporting of their concerns.

2. Coverage

All employees who know of improper governmental action should report their concerns per this policy. Employees who fail to make a good-faith attempt to follow this policy when reporting improper governmental action will not receive the protections provided under this policy or RCW 42.41.030. Employees who make false reports may be subject to discipline.

3. Definitions

As used in this policy, the following terms shall have the meanings indicated:

Improper Governmental Action

"Improper governmental action" means any action by a Ben Franklin Transit officer or employee that is undertaken in the performance of the officer's or employee's official duties, and is:

1. In violation of any federal, state, or local law or rule;
2. An abuse of authority;
3. Of substantial and specific danger to the public health or safety; or
4. A gross waste of public funds.

Excluded Activity

Improper governmental action does not include personnel actions, including but not limited to employee grievances, hiring complaints, appointments, promotions, transfers, assignments, reassignments, reinstatements, restorations, reemployment, performance evaluations, reductions in pay, reprimands, discipline, suspensions, demotions, dismissals, violations of collective bargaining or alleged violations of labor agreements, or any action that may be taken under the collective bargaining statute, Chapter 41.56 RCW.

Retaliatory Action

"Retaliatory action" means any adverse change in the terms and conditions of a BFT employee's employment status, except for changes authorized by a collective bargaining agreement and/or personnel policies. It may also mean hostile actions by another employee towards a BFT employee that was encouraged by a BFT supervisor, senior manager, or official.

Emergency

"Emergency" means a circumstance that, if not immediately changed, may cause damage to persons or property.

4. Procedures for Reporting

Before bringing forward any report of improper governmental action, an employee must exercise sound judgment by only making good-faith complaints based on specific knowledge of the incident(s). The reporting employee must make a good-faith attempt to follow this policy, including the reporting procedures. The reporting employee must follow and exhaust this policy and procedures before providing information of an improper governmental action to a person or entity who is not a public official or outside of BFT.

Employees shall not file allegations concerning excluded activity, as defined in this policy. However, an employee can raise concerns regarding excluded activity by following the relevant BFT policy (e.g., Nondiscrimination Policy), reporting their concerns directly to Human Resources, or through the procedures provided in the relevant collective bargaining agreement.

An employee making a false report may be subject to discipline, up to and including termination.

Reporting

If an employee becomes aware of improper governmental actions, the employee should contact his/her immediate manager to raise the issue initially. The employee must then submit a written report to the immediate manager with a copy to the Human Resources Director stating in detail the basis for the employee's belief that an improper governmental action has occurred.

Where the employee reasonably believes the improper governmental action involves his/her immediate manager, the employee may raise the issue directly with his/her department director, or he/she may raise the issue directly with the General Manager with a copy to the Human Resources Director. If the issue involves the General Manager, the employee may raise the issue directly with the Chair of the BFT Board of Directors.

In the case of an emergency, the employee may report the improper governmental action directly to the Benton County Prosecuting Attorney or the Washington State Auditor's Office. See Section 8 below.

5. Investigating

The manager, department director, Human Resources Director, General Manager, or designee shall take prompt action to assist BFT in properly investigating the report of improper governmental action. BFT officials and employees involved in the investigation shall keep the identity of reporting employees confidential to the extent possible under the law unless the employee authorizes the disclosure of his/her identity in writing.

After an investigation has been completed, the employee reporting the improper governmental action shall be advised of a summary of the investigation results. The investigation report will be kept confidential unless otherwise compelled by legal action.

After receiving a summary of any investigation results, if a BFT employee reasonably believes that BFT did not undertake an adequate investigation or that BFT took insufficient action to address the improper governmental action, the BFT employee may report information directly to the BFT Board of Directors who will then be responsible for determining whether any further investigation of the allegations of improper governmental action is appropriate and to determine whether reasons for the improper governmental action are likely to recur.

BFT employees who fail to make a good-faith attempt to follow BFT's procedures in reporting improper governmental action shall not receive the protections provided by BFT under this policy.

6. Protection Against and Reporting of Retaliatory Actions

BFT officials and employees are prohibited from taking retaliatory action against a BFT employee who, in good faith, reports improper governmental action under this policy and these procedures.

Employees who believe that they have been retaliated against for reporting an improper governmental action should advise the Human Resources Director or the General Manager. BFT officials and managers shall take appropriate action to investigate and address complaints of retaliation.

If the employee's manager, department director, Human Resources Director, or the General Manager, as the case may be, does not satisfactorily resolve a BFT employee's complaint alleging that he/she has been retaliated against in violation of this policy, the BFT employee may obtain protection by providing written notice to the BFT Board of Directors that:

- a. Specifies the alleged retaliatory action; and
- b. Specifies the relief requested.

BFT employees shall provide a copy of their written charge to the Chair of the BFT Board of Directors no later than thirty (30) calendar days after the occurrence of the alleged retaliatory action. BFT shall respond within thirty (30) calendar days to the charge of retaliatory action.

After receiving either the response of BFT or thirty (30) calendar days after the delivery of the charge to BFT, whichever occurs first, the BFT employee may request a hearing before a state administrative law judge to establish that a retaliatory action occurred and to obtain appropriate relief provided by law.

An employee seeking a hearing must deliver the written request for hearing to the General Manager within fifteen (15) calendar days of delivery of BFT's response to the charge of retaliatory action, or fifteen (15) calendar days of the last day on which BFT could have responded to the charge of retaliation.

Upon receipt of the employee's request for a hearing, BFT shall apply within five (5) working days to the Washington State Office of Administrative Hearings for an adjudicative proceeding before an administrative law judge:

Office of Administrative Hearings
P.O. Box 42488
Olympia, WA 98504-2488
360.407.2700

7. Responsibilities

The Human Resources Director is responsible for implementing BFT's policies and procedures for: (1) reporting improper governmental action; and (2) protecting employees against retaliatory actions. These responsibilities include ensuring that this policy and these procedures are readily available where all employees will have reasonable access to them. A copy of this policy and these procedures will be made available to any employee upon request.

The General Manager, department directors, and managers are responsible for ensuring the policy and procedures are fully implemented within their areas of responsibility. Violations of this policy and these procedures may result in appropriate disciplinary action, up to and including dismissal.

An employee who intentionally files a false report of wrongdoing will be subject to discipline up to and including termination.

8. List of Agencies

The list of agencies responsible for investigating and enforcing other issues involving improper governmental action is below:

Benton County Prosecuting Attorney's Office
7122 W. Okanogan Place, Bldg. A
Kennewick, WA 99336
509.735.3591

Washington State Auditor's Office
P.O. Box 40031
Olympia, WA 98504-0031
564.999.0950



Policy Number:	HR-114	PURPOSE: To ensure encourage reporting by its employees of improper governmental action taken by Ben Franklin Transit (BFT) officers or employees and to protect BFT employees who have reported improper governmental actions in accordance with BFT's policies and procedures that there are processes in place for employees to confidentially raise concerns in good faith, without fear of retribution, about possible misconduct in matters of governmental actions and financial reporting, and to ensure that processes are in place for the independent investigation of such matters and for appropriate follow-up action.
Section:	HUMAN RESOURCES	
Effective:	02.11.1993	
Reference:	01-1993 HR-109	
General Manager Approval:		
Revision Number	Effective Date	Description of Change
NEW	02.11.1993	Initial Adoption (new policy)
N/A	06.02.2021	Policy number updated from 3030, 01-1993 to HR-114. No change to content.

1. DefinitionsObjective

The Ben Franklin Transit (BFT) Whistleb-Blower Protection Policy formalizes the Agency's position and procedure ~~stance toward~~ to protect whistleblowing activity and outlines the Agency's ~~opposition to reprisals against whistleblowers~~. In matters of public administration, Ben Franklin Transit (BFT) aims to ensure ethical practices, transparency and accountability in its financial reporting and governmental actions. Accordingly, all employees who ~~have knowledge~~ know of, or have a sincere concern of illegal, abuse of authority ~~unethical, or or dishonest~~ fraudulent activity, or of activity that would constitute a danger to the public health or safety, are encouraged to report such activity ~~underin accordance with the procedures outlined within~~ this policy. Appropriate steps will be taken to investigate their concerns, and employees will be protected from ~~not suffer~~ retaliation for good-faith reporting of their concerns ~~using internal channels to report perceived wrongdoing~~.

2. Coverage

All ~~regular employees and contracted employees who have knowledge or concern~~ know of improper governmental action ~~illegal or dishonest fraudulent activity~~, should report their concerns ~~per as directed within~~ this policy. Employees who fail to make a good-faith attempt to follow this policy when reporting improper governmental action will not receive the protections provided under this policy or Chapter 42.41 RCW. Employees who make false reports may be subject to discipline. ~~Employees are expected to exercise sound judgment to avoid baseless allegations.~~

3. Definitions

As used in this policy, the following terms shall have the meanings indicated:

Improper Governmental Action

"Improper governmental action" means any action by a Ben Franklin Transit (BFT) officer or employee:

t

That is undertaken in the performance of the officer's or employee's official duties, and is:

1. In violation of any federal, state, or local law or rule;
2. An abuse of authority;
3. Of substantial and specific danger to the public health or safety; or;
4. A gross waste of public funds.

Excluded Activity

Improper governmental action does not include personnel actions, including ~~but not limited to~~ employee grievances, hiring complaints, appointments, promotions, transfers, assignments, reassignments, reinstatements, restorations, reemployment, performance evaluations, reductions in pay, reprimands, discipline, dismissals, suspensions, demotions, dismissals, discipline, violations of collective bargaining ~~or civil service laws, or~~ alleged violations of labor agreements, or any action that may be taken under the collective bargaining statute, Chapter 41.56 RCW, ~~or reprimands.~~

Retaliatory Action

"Retaliatory action" means any adverse change in the terms and conditions of a BFT employee's employment status, except for changes authorized by a collective bargaining agreement and/or personnel policies. It may also mean hostile actions by another employee towards a BFT employee that was encouraged by a BFT supervisor, senior manager, or official.

Emergency

"Emergency" means a circumstance that, if not immediately changed, may cause damage to persons or property.

4. Procedures for Reporting

Before bringing forward any report of Improper Governmental Action, an employee must exercise sound judgment by only making good-faith complaints based on specific knowledge of the incident(s) to avoid baseless allegations. An employee should ideally have direct knowledge of the circumstances that give rise to their assertions and should reasonably understand the impact of the supposed improper governmental action. The reporting employee must make a good-faith attempt to follow this policy.

POLICY: IMPROPER GOVERNMENTAL ACTIONS/WHISTLEBLOWER PROTECTION

including the reporting procedures. The reporting employee must follow and exhaust this policy and procedures before providing information of an improper governmental action to a person or entity who is not a public official or outside of BFT.

Employees ~~shall~~ may not file allegations concerning for matters that are considered Excluded Activity, as defined in ~~under~~ this policy. However, an employee can raise concerns regarding excluded activity by following the relevant BFT policy (e.g., Nondiscrimination Policy), reporting their concerns ~~Such matters may be addressed directly to Human Resources, or through the procedures provided~~ ss defined in the relevant collective bargaining agreement.

An employee making a false report may be subject to discipline, ~~Any employee who files a report of wrongdoing which is unfounded and unsubstantiated will be subject to discipline up to and including termination.~~

Reporting

If an employee becomes aware of improper governmental actions, the employee ~~should~~is to contact his/her immediate manager to ~~initially~~ raise the issue initially. BFT employees who become aware of improper governmental actions should raise the issue first with their supervisor. The employee ~~shall~~ must then submit a written report to the ~~immediate managersupervisor~~ with a copy to the Human Resources ~~Manager-Director~~ stating in detail the basis for the employee's belief that an improper governmental action has occurred.

Where the employee reasonably believes the improper governmental action involves their ~~immediate managersupervisor~~, the employee may raise the issue directly with their ~~department manager, director,~~ or they may raise the issue directly with the General ~~Manager-Manager if it involves a manager or director~~ with a copy to the Human Resources ~~Director~~. If the issue involves the General Manager, the employee may raise the issue directly with the Chairperson of the BFT Board of Directors.

In the case of an emergency, ~~where the employee believes that damage to persons or property may result if action is not s taken immediately,~~ the employee may report the improper governmental action directly to the Benton County Prosecuting Attorney 735-3591 or the Washington State Auditor's Office-Olympia (206) 753-5280. See Section 8 below.

5. Investigating

The ~~supervisor, manager, department director, Human Resources Manager, dDirector, or the General Manager or the designee, as the case may be,~~ shall take prompt action to assist BFT in properly investigating the report of improper governmental action. BFT officials and employees involved in the investigation shall keep the identity of reporting employees confidential to the extent possible under the law unless the employee authorizes the disclosure of his/~~or~~ her identity in writing.

After an investigation has been completed, the employee reporting the improper governmental action shall be advised of a summary of the ~~investigation~~ results of the investigation. The, ~~except~~ investigation report ~~may will~~ be kept confidential unless otherwise compelled by legal action.

After receiving a summary of any investigation results, if a BFT employee reasonably believes that ~~an adequate investigation was not undertaken by BFT~~BFT did not undertake an adequate investigation or that ~~insufficient action was taken by BFT~~BFT took insufficient action to address the improper governmental action, the BFT employees may report information about improper governmental action directly to the ~~State Auditor's Office- BFT Board of Directors who will then be~~with responsibleity to

POLICY: IMPROPER GOVERNMENTAL ACTIONS/WHISTLEBLOWER PROTECTION

~~determine for determining whether for any further investigation of the allegations of a~~ ~~he~~ improper governmental action ~~are~~ is appropriate and if the BFT employee reasonably believes that an adequate investigation was not undertaken by the BFT to determine whether an improper governmental action occurred, or that insufficient action has been taken by BFT to address the improper governmental action ~~or to determine whether that for other reasons for the~~ the improper governmental action is likely to recur.

BFT employees who fail to make a good-faith attempt to follow the BFT's procedures in reporting improper governmental action shall not receive the protections provided by the BFT under this policy. ~~in these procedures.~~

1.6. Protection Against and Reporting of Retaliatory Actions

BFT officials and employees are prohibited from taking retaliatory action against a BFT employee ~~because they who, had~~ in good-faith, brings forward a reports ~~of~~ ed an improper governmental action ~~in accordance with~~ under ~~this~~ es policy ies and these procedures.

Employees who believe that they have been retaliated against for reporting an improper governmental action should advise ~~their supervisor, the director,~~ the Human Resources ~~Manager~~ Director, or the General Manager. BFT officials and ~~supervisors~~ managers shall take appropriate action to investigate and address complaints of retaliation.

If the employee's ~~supervisor~~ manager, ~~department~~ the director, ~~the~~ Human Resources ~~Director~~ Manager, or the General Manager, as the case may be, does not satisfactorily resolve a BFT employee's complaint alleging that he ~~/or~~ she has been retaliated against in violation of this policy, the BFT employee may obtain protection under this policy and pursuant to state law by providing a written notice to the BFT Board of Directors that:

- a. Specifies the alleged retaliatory action s; and
- b. Specifies the relief requested.

BFT employees shall provide a copy of their written charge to the Chairperson of the BFT Board of ~~Directors~~ manager no later than thirty (30) calendar days after the occurrence of the alleged retaliatory action. BFT shall respond within thirty (30) calendar days to the charge of retaliatory action.

After receiving either the response of BFT or thirty (30) calendar days after the delivery of the charge to BFT, whichever occurs first, the BFT employee may request a hearing before a state administrative law judge to establish that a retaliatory action occurred and to obtain appropriate relief provided by law.

An employee seeking a hearing ~~must~~ should deliver the written request for hearing to the General Manager within ~~the earlier of either~~ fifteen (15) calendar days of delivery of BFT's response to the charge of retaliatory action, or ~~fifteen (15)~~ forty five (45) calendar days of the last day on which BFT could have responded to delivery of the charge of retaliation to BFT for response.

Upon receipt of the employee's request for a hearing, BFT shall apply within five (5) working days to the Washington State Office of Administrative Hearings for an adjudicative proceeding before an administrative law judge:

Office of Administrative Hearings
P.O. Box 42488
Olympia, WA 98504-2488
360.407.2700

POLICY: IMPROPER GOVERNMENTAL ACTIONS/WHISTLEBLOWER PROTECTION

4224 Sixth S.E., Rowe Six, Bldg. 1
Lacey, WA 98504-2488
(206) 459-6353

~~BFT will consider any recommendation provided by the administrative law judge that the retaliator be disciplined inclusive of suspension with or without pay, demotion or dismissal.~~

2.7. Responsibilities

The Human Resources ~~Manager~~ **Director** is responsible for implementing BFT's policies and procedures ~~for:~~ (1) ~~for~~ reporting improper governmental action; and (2) ~~for~~ protecting employees against retaliatory actions. ~~These is responsibilities~~ includes ensuring that this policy and these procedures ~~(1) are is readily available permanently posted~~ where all employees will have reasonable access to ~~them~~. A copy of this policy and these procedures will be, ~~(2) are~~ made available to any employee upon request.

~~The~~ General Manager, department directors, and, ~~managers, and supervisors are~~ responsible for ensuring the policy and procedures are fully implemented within their areas of responsibility. Violations of this policy and these procedures may result in appropriate disciplinary action, up to and including dismissal.

An employee who intentionally files a false report of wrongdoing will be subject to discipline up to and including termination.

3.8. List of Agencies

~~The Following is a list of agencies responsible for investigating and enforcing federal, state and local laws and investigating other issues involving improper governmental action is below: Employees having questions about these agencies or the procedures for reporting improper governmental action are encouraged to contact the Human Resources Manager.~~

Local

Benton County Prosecuting Attorney's Office
7122 W. Okanogan Place, Bldg. A
Kennewick, WA 99336
509.735.3591

State of Washington
Attorney General's Office
Fair Practice Division

800 Fifth Ave, Suite 2000
900 Fourth Ave.
Seattle, WA 98104
206.464.7744

State Department of Ecology
15 West Yakima Ave, Ste 200
509.575.2490

State Department of Health
Health Consumer Assistance

POLICY: IMPROPER GOVERNMENTAL ACTIONS/WHISTLEBLOWER PROTECTION

~~P.O. Box 47890
Olympia, WA 98504-7890
800.525.0127~~

~~Washington State Auditor's Office
P.O. Box 40031
Olympia, WA 98504-00321
564.999.0950866.902.3900~~

~~WA State Human Rights Commission
711 South Capitol Way, Ste 402
Olympia, WA 98504-2490
800.233.3247~~

~~Department of Labor & Industries
4310 W. 24th Avenue
Kennewick, WA 99338
509.735.0100~~

Memorandum

Date: November 24, 2021

To: Gloria Boyce, General Manager

From: Wendi Warner, Director of Human Resources and Labor Relations

Re: **COVID-19 OSHA ETS – BFT Response Update**

Background

The U.S. Department of Labor's Occupational Safety and Health Administration (OSHA) announced on November 4, 2021, a new Emergency Temporary Standard (ETS) to protect more than 84 million workers from the spread of the coronavirus on the job. Although OSHA has currently suspended activities related to the implementation of the ETS due to the appeal currently before the Sixth Circuit Court, BFT is preparing for the impact this will have upon the Agency once the determination regarding the final standard requirement is issued.

As a municipal corporation, Ben Franklin Transit would be a covered employer under RCW 49.17.020 and subject to any state-issued standard under the Washington Industrial Safety and Health Act (WISHA). During a press conference on November 17, Governor Jay Inslee announced that WISHA will follow the OSHA ETS upon final determination.

As currently written, the ETS requires employers to develop, implement, and enforce a mandatory COVID-19 vaccination policy, unless they adopt a policy requiring employees to choose to either be vaccinated or undergo regular COVID-19 testing and wear a face covering at work. The ETS also requires employers to provide paid time to workers to get vaccinated and to allow for paid leave to recover from any side effects.

The following requirements are also mandated for employers under the pending program:

- Determine the vaccination status of each employee, obtain acceptable proof of vaccination status from vaccinated employees, and maintain records and a roster of each employee's vaccination status.

BFT's Human Resources Department currently maintains this information as has been provided through the BFT vaccination allowance program. Our process is in place to continue and expand this practice under the final WISHA ETS.

- Require employees to provide prompt notice when they test positive for COVID-19 or receive a COVID-19 diagnosis. Employers must then remove the employee from the workplace, regardless of vaccination status; employers must not allow them to return to work until they meet required criteria.

This is currently a BFT practice.

- Ensure each worker who is not fully vaccinated is tested for COVID-19 at least weekly (if the worker is in the workplace at least once a week) or within seven days before returning to work (if the worker is away from the workplace for a week or longer).

BFT is developing a plan for weekly testing of our current 149 nonvaccinated employees. This will likely be executed alphabetically on a rotational basis, with up to 30 employees being tested per day.

- Ensure that, in most circumstances, each employee who has not been fully vaccinated wears a face covering when indoors or when occupying a vehicle with another person for work purposes.

BFT has maintained and regularly enforces the mandatory face covering policy compliant with the TSA standards that went into effect on January 31, 2020, and have been extended through January 18, 2022.

Economic Impact

As currently written, the OSHA ETS does not require employers to pay for testing. However, employers may be required to pay for testing to comply with other laws, regulations, collective bargaining agreements, or other collectively negotiated agreements. Employers are also not required to pay for face coverings.

Using CARES Act funding, BFT is planning to cover the expense for rapid tests administered and supervised on site, provided that the state does not disqualify this type of test.

To test 149 employees weekly over the course of two months, BFT will need to purchase 1,192 tests. BFT plans to purchase two months' worth of COVID-19 tests to be prepared for weekly testing once the final WISHA standards take effect.

In anticipation of the OSHA ETS, BFT has priced test kits at \$13,500 for 500 BinaxNOW COVID-19 test kits. Each test kit contains two individual tests, meaning 500 test kits contain a total of 1,000 individual COVID-19 tests. An additional 100 test kits may be purchased at \$2,750. The total purchase price for the 1,200 individual tests is \$16,250. The shelf life for these tests is six months. Additional test kits will be purchased dependent on the final WISHA time frame for required testing. Staff continue to research test availability and pricing options as they become available for best pricing and practices.

BFT leadership continues to monitor federal, state, and local guidance with regard to all regulations and recommendations related to COVID-19 for the appropriate employer response.

Staff Report December 9, 2021 Summary

YTD Operating as of October 31, 2021	2021 Budget Year to Date	Actual to Date October 31	Variance – Better/(Worse)	% Budget YTD
Operating Revenues				
Fares	1,727,477	471,407	(1,256,069)	-72.7%
Local Sales Tax	31,536,463	37,988,891	6,452,429	20.5%
Operating Grants	41,667	158,685	117,018	280.8%
CARES Act Funds	6,679,463	9,394,498	2,715,036	40.6%
Miscellaneous	416,667	673,490	256,823	61.6%
Total Operating Revenues	\$ 40,401,735	\$ 48,686,972	8,285,237	20.5%
Pro Forma Revenues without CARES Act				
Less: CARES Revenue		(9,394,498)		
Add: 5307 Operating Grants		4,181,202		
Adjusted Revenue without CARES		43,473,675	3,071,940	7.6%
Operating Expenditures				
Bus Operations	\$ 14,578,980	\$ 15,282,622	(703,642)	4.8%
Dial-A-Ride Operations	9,655,504	8,101,793	1,553,711	-16.1%
General Demand Operations	393,360	326,430	66,930	-17.0%
Vanpool Operations	1,416,525	1,026,916	389,609	-27.5%
Maintenance	2,155,168	2,077,783	77,385	-3.6%
Paratransit - ARC	1,186,167	293,234	892,932	-75.3%
Contracted Services (Via)	1,750,000	600,483	1,149,517	-65.7%
Human Resources	1,444,913	1,470,102	(25,190)	1.7%
Safety / Training	794,230	865,222	(70,992)	8.9%
Executive / Administrative Services	4,034,553	3,408,411	626,142	-15.5%
Marketing / Customer Service	1,818,598	1,192,941	625,656	-34.4%
Planning / Service Development	1,173,738	837,920	335,818	-28.6%
Total Operating Expenditures	\$ 40,401,735	\$ 35,483,858	\$ 4,917,877	-12.2%

Ben Franklin Transit
Comparison Revenue & Expenditures to Budget
For the Period Ending October 2021

	2021 Total Budget	2021 Budget Year to Date	Actual To Date October 2021	% Budget YTD	Actual To Date October 2020	2021 vs 2020
Operating Revenues						
Bus Passes	\$ 594,260	\$ 495,217	\$ 9,349	-98.1%	\$ 173,517	-94.6%
Bus Cash	329,000	274,167	-	0.0%	77,548	-100.0%
Dial-A-Ride	258,647	215,539	5,374	-97.5%	67,122	-92.0%
General Demand (Prosser)	15,200	12,667	-	0.0%	4,218	-100.0%
Vanpool	588,094	490,078	456,609	-6.8%	625,578	-27.0%
Contracted Paratransit	-	-	-	0.0%	-	0.0%
Contracted Services (Via)	287,771	239,809	-	0.0%	-	0.0%
Fares	2,072,972	1,727,477	471,407	-72.7%	947,983	-50.3%
Local Sales Tax	37,843,755	31,536,463	37,988,891	20.5%	31,640,591	20.1%
Operating Grants	50,000	41,667	158,685	280.8%	3,764,050	-95.8%
CARES Act Funds	8,015,355	6,679,463	9,394,498	40.6%	1,084,692	766.1%
Miscellaneous	500,000	416,667	673,490	61.6%	498,591	35.1%
Total Operating Revenues	\$ 48,482,082	\$ 40,401,735	\$ 48,686,972	20.5%	\$ 37,935,907	28.3%
Pro Forma Revenues without CARES Act Revenue						
Less: CARES Act Revenue			(9,394,498)			
Add: 5307 Operating Grants	\$ 5,017,442		4,181,202			
Adjusted Revenues without CARES Act			43,473,675	7.6%		14.6%
Operating Expenditures						
Directly Operated Transportation						
Fixed Route	\$ 17,494,776	\$ 14,578,980	\$ 15,282,622	4.8%	\$ 13,220,732	15.6%
Dial-A-Ride	11,586,605	9,655,504	8,101,793	-16.1%	8,220,668	-1.4%
General Demand (Prosser)	472,032	393,360	326,430	-17.0%	361,696	-9.8%
Vanpool	1,699,830	1,416,525	1,026,916	-27.5%	1,213,994	-15.4%
Maintenance	2,586,201	2,155,168	2,077,783	-3.6%	2,162,487	-3.9%
Purchased Transportation						
Paratransit - ARC	1,423,400	1,186,167	293,234	-75.3%	281,598	4.1%
Contracted Services (Via)	2,100,000	1,750,000	600,483	-65.7%	282,223	112.8%
Administration						
HR	1,733,895	1,444,913	1,470,102	1.7%	1,323,034	11.1%
Safety / Training	953,076	794,230	865,222	8.9%	974,896	-11.2%
Executive / Administrative Services	4,841,464	4,034,553	3,408,411	-15.5%	3,073,877	10.9%
Marketing / Customer Service	2,182,317	1,818,598	1,192,941	-34.4%	1,187,168	0.5%
Planning / Service Development	1,408,486	1,173,738	837,920	-28.6%	657,250	27.5%
* Total Operating Expenditures	\$ 48,482,082	\$ 40,401,735	\$ 35,483,858	-12.2%	\$ 33,887,259	4.7%
Operating Surplus/(Deficit)	\$ -	\$ -	\$ 13,203,114		\$ 4,048,648	
Operating Surplus/Deficit without CARES Act Revenues			7,989,817			
Capital Expenditures						
Local	\$ 2,356,245	\$ 1,963,538	\$ 3,347,794	70.5%	\$ 1,846,535	81.3%
State	600,000	500,000	386,434	-22.7%	1,071,243	-63.9%
Federal	2,768,923	2,307,436	-	0.0%	2,186,604	-100.0%
Total Capital Expenditures	\$ 5,725,168	\$ 4,770,973	\$ 3,734,228	-21.7%	\$ 5,104,382	-26.8%

* Excludes budgeted GASB 68 year-end pension adjustment.

Ben Franklin Transit Treasurer's Report

Date: December 9, 2021

To: Ben Franklin Transit Board of Directors

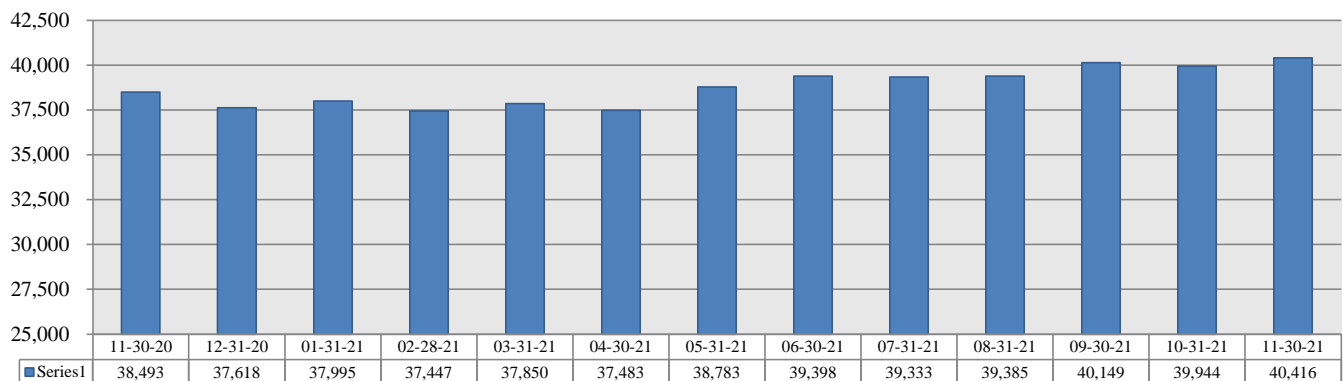
From: Jeff Lubeck, Financial Services Director

Subject: Treasurer's Report - As of Nov 30, 2021

The Investment Position of Ben Franklin Transit as of the Close of Business on Nov 30, 2021 is as follows:

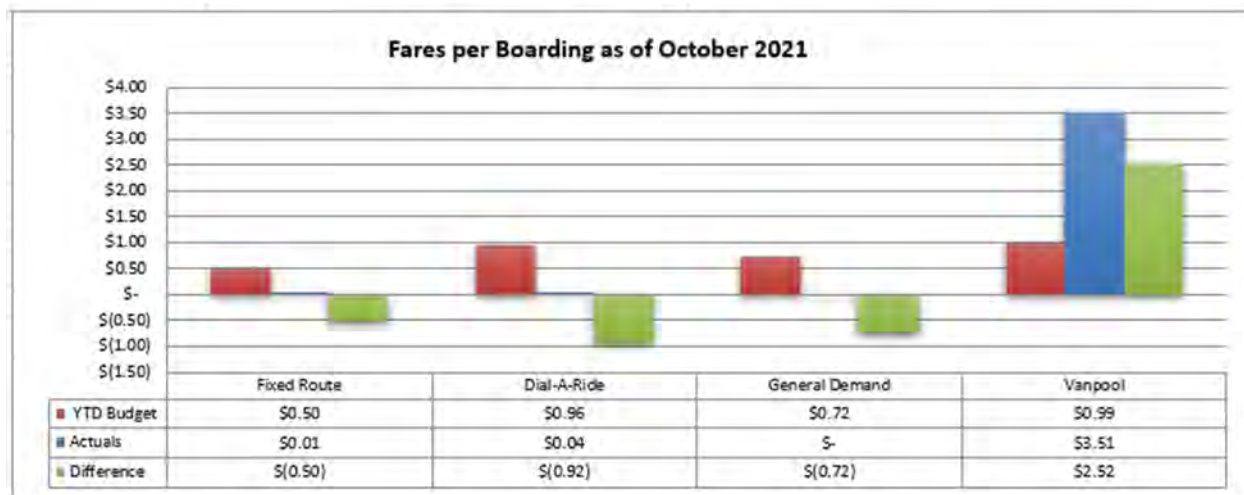
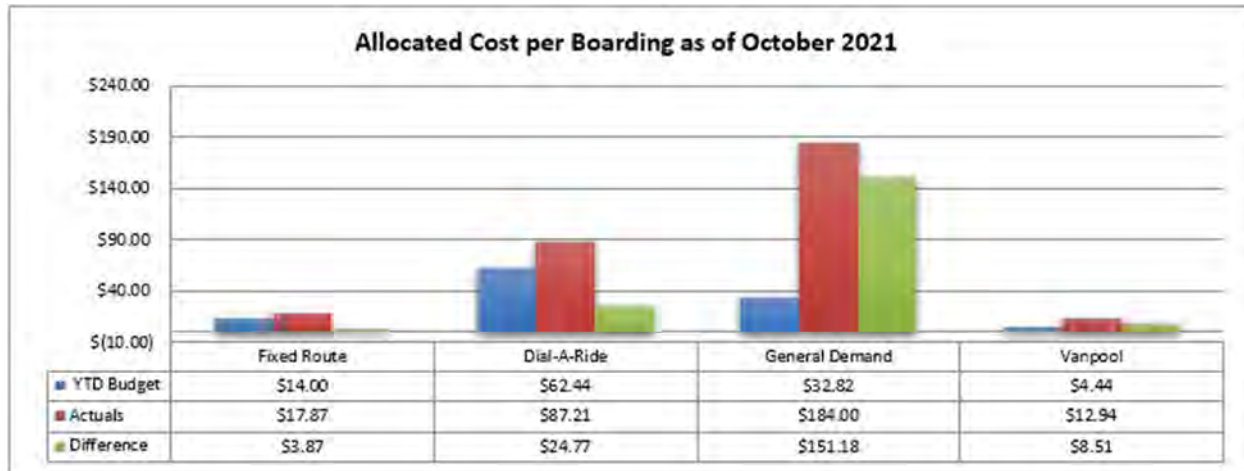
ITEM	DATE OF PURCHASE	RATE	MATURITY	COST	% OF TOTAL
WA State Government Investment Pool		0.0861%	Open	\$ 28,245,167	69.9%
US Bank Commercial Paper Sweep Acct		0.0000%	Open	6,539,907	16.2%
Subtotal Investments				34,785,074	86.1%
Check Book Balance, Petty Cash, & Travel Account				* 5,630,919	13.9%
					100.0%
Total Cash and Equivalents on Hand				\$ 40,415,993	
Less Reserve Funds					
Operating Reserves				(14,522,000)	
Fuel Reserves				(1,776,250)	
Fleet Replacement Reserves				(2,640,400)	
Non-Fleet Capital Reserves				(3,365,000)	
Total Reserves				(22,303,650)	
Local Funds for Current Capital Projects				(16,975,861)	
Fleet Vehicles			(2,904,768)		
Facilities - Transit Centers & Amenities			(6,358,974)		
Facilities - MOA Campus			(2,889,152)		
Technology			(3,419,918)		
Other			(1,403,049)		
Net Funds Available				\$ 1,136,482	

**Total Cash & Investment as of Nov 30, 2021
(in thousands)**



Fares and Cost per Boarding

Effective with the March 2020 report, the Fare and Cost per Boarding charts will be substantially skewed compared to prior reports due to the drastic changes in responding to COVID-19.



Ben Franklin Transit
Comparison Revenue & Expenditures to Budget
For the Period Ending October 2021

The table below showing Actual Cost Per will be significantly skewed due to COVID-19 which dramatically impacted ridership and fares.

Directly Operated Transportation

2021 YTD Actual Allocated Cost Per(s)	General Demand (Prosser)				Contracted Paratransit	Contracted Services (Via)	Combined
	Fixed Route	Dial-A-Ride		Vanpool			
Fares	\$ 9,349	\$ 5,374	\$ -	\$ 456,609	\$ -	\$ -	\$ 471,407
Direct Cost	\$ 15,282,622	\$ 8,101,793	\$ 326,430	\$ 1,026,916	\$ 293,234	\$ 600,483	\$ 25,631,478
Allocated Cost	\$ 5,517,332	\$ 3,655,233	\$ 147,786	\$ 532,028	\$ -	\$ -	\$ 9,852,379
Depreciation - Local (Vehicle only)	\$ 370,886	\$ 73,197	\$ 176	\$ 123,502	\$ 5,988	\$ -	\$ 573,749
Cost for Farebox Recovery Ratio	\$ 21,170,840	\$ 11,830,223	\$ 474,392	\$ 1,682,447	\$ 299,223	\$ 600,483	\$ 36,057,607
Boarding	1,184,510	135,656	4,609	129,987	6,219	32,560	1,493,541
Revenue Miles	2,641,503	1,073,727	51,263	957,271	33,447	365,815	5,123,026
Revenue Hours	165,489	64,543	1,759	20,746	1,477	16,365	270,379
Cost per Boarding	\$ 17.87	\$ 87.21	\$ 184.00	\$ 12.94	\$ 48.11	\$ 18.44	\$ 24.14
Cost per Rev Mile	\$ 8.01	\$ 11.02	\$ 9.25	\$ 1.76	\$ 8.95	\$ 1.64	\$ 7.04
Cost per Rev Hour	\$ 127.93	\$ 183.29	\$ 269.69	\$ 81.10	\$ 202.59	\$ 36.69	\$ 133.36
Farebox Recovery	0.0%	0.0%	0.0%	27.1%	0.0%	0.0%	1.3%

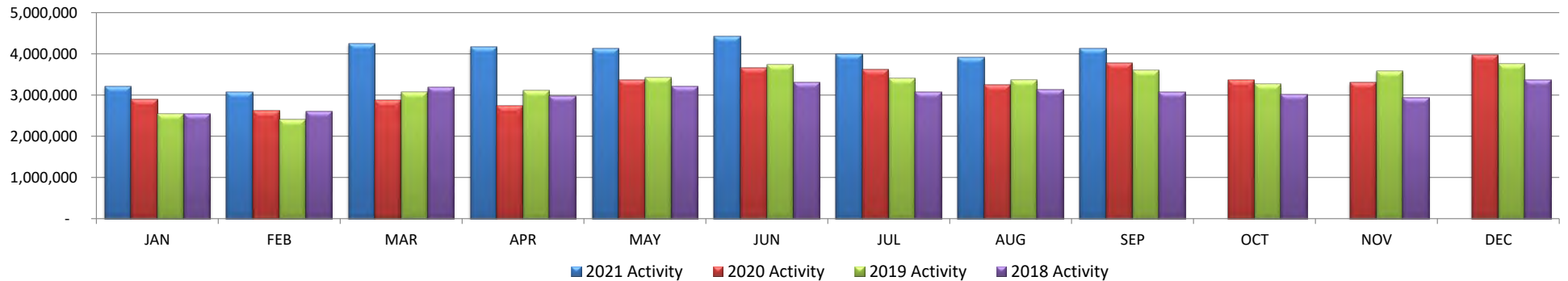
Directly Operated Transportation

2021 YTD Budgeted Allocated Cost Per(s)	General Demand (Prosser)				Contracted Paratransit	Contracted Services (Via)	Combined
	Fixed Route	Dial-A-Ride		Vanpool			
Fares	\$ 769,383	\$ 215,539	\$ 12,667	\$ 490,078	\$ -	\$ 239,809	\$ 1,727,477
Direct Cost	\$ 14,578,980	\$ 9,655,504	\$ 393,360	\$ 1,416,525	\$ 1,186,167	\$ 1,750,000	\$ 28,980,536
Allocated Cost	\$ 6,395,871	\$ 4,237,265	\$ 171,318	\$ 616,745	\$ -	\$ -	\$ 11,421,199
Depreciation - Local (Vehicle only)	\$ 382,453	\$ 156,122	\$ 9,708	\$ 166,191	\$ 17,242	\$ -	\$ 731,714
* Cost for Farebox Recovery Ratio	\$ 21,357,303	\$ 14,048,891	\$ 574,386	\$ 2,199,461	\$ 1,203,408	\$ 1,750,000	\$ 41,133,449
Boarding	1,525,000	225,000	17,500	495,833	60,833	120,833	2,445,000
Revenue Miles	2,701,667	1,520,833	80,000	2,583,333	200,000	625,000	7,710,833
Revenue Hours	171,667	99,167	3,333	62,500	12,500	38,333	387,500
Cost per Boarding	\$ 14.00	\$ 62.44	\$ 32.82	\$ 4.44	\$ 19.78	\$ 14.48	\$ 16.82
Cost per Rev Mile	\$ 7.91	\$ 9.24	\$ 7.18	\$ 0.85	\$ 6.02	\$ 2.80	\$ 5.33
Cost per Rev Hour	\$ 124.41	\$ 141.67	\$ 172.32	\$ 35.19	\$ 96.27	\$ 45.65	\$ 106.15
Farebox Recovery	3.6%	1.5%	2.2%	22.3%	0.0%	13.7%	4.2%

October 2021 Actual vs Budget							
Cost per Boarding	\$ 3.87	\$ 24.77	\$ 151.18	\$ 8.51	\$ 28.33	\$ 3.96	\$ 7.32
Cost per Rev Mile	\$ 0.11	\$ 1.78	\$ 2.07	\$ 0.91	\$ 2.93	\$ (1.16)	\$ 1.70
Cost per Rev Hour	\$ 3.52	\$ 41.62	\$ 97.38	\$ 45.91	\$ 106.32	\$ (8.96)	\$ 27.21

* Excludes budgeted GASB 68 year-end pension adjustment.

**BFT Sales Tax Comparison
2018 to YTD 2021**



	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	YTD
2021 Activity	3,217,469	3,080,269	4,253,848	4,162,484	4,127,491	4,434,171	3,995,092	3,907,965	4,136,176	-	-	-	35,314,964	\$ 35,314,964
2020 Activity	2,897,013	2,628,492	2,869,290	2,734,647	3,377,653	3,655,389	3,621,523	3,259,755	3,773,316	3,372,348	3,302,921	3,981,314	39,473,663	\$ 28,817,080
2019 Activity	2,551,215	2,415,542	3,083,917	3,115,786	3,434,191	3,737,774	3,407,206	3,356,617	3,609,415	3,259,950	3,585,466	3,754,832	39,311,911	\$ 28,711,664
2018 Activity	2,548,254	2,608,963	3,197,807	2,973,191	3,217,205	3,305,949	3,074,305	3,132,269	3,064,684	3,014,900	2,927,560	3,377,150	36,442,238	\$ 27,122,627
Chg 21 to 20	320,456	451,777	1,384,558	1,427,837	749,838	778,782	373,568	648,209	362,860	-	-	-	6,497,885	
Chg 20 to 19	345,798	212,951	(214,627)	(381,139)	(56,538)	(82,385)	214,317	(96,862)	163,901	112,398	(282,544)	226,482	161,752	
Chg 19 to 18	2,961	(193,422)	(113,890)	142,595	216,986	431,826	332,900	224,348	544,731	245,049	657,905	377,682	2,869,673	
Chg 18 to 17	134,393	335,207	370,734	308,520	335,408	(347,319)	246,506	243,277	101,744	297,561	163,773	38,347	2,228,152	
% Chg 21 to 20	11.1%	17.2%	48.3%	52.2%	22.2%	21.3%	10.3%	19.9%	9.6%				22.5%	
% Chg 20 to 19	13.6%	8.8%	-7.0%	-12.2%	-1.6%	-2.2%	6.3%	-2.9%	4.5%	3.4%	-7.9%	6.0%	0.4%	
% Chg 19 to 18	0.1%	-7.4%	-3.6%	4.8%	6.7%	13.1%	10.8%	7.2%	17.8%	8.1%	22.5%	11.2%	7.9%	
% Chg 18 to 17	5.6%	14.7%	13.1%	11.6%	11.6%	-9.5%	8.7%	8.4%	3.4%	11.0%	5.9%	1.1%	6.5%	
2021 Budget	2,746,574	2,667,953	3,329,812	3,199,984	3,484,955	3,910,393	3,403,113	3,428,179	3,522,917	3,287,186	3,391,233	3,827,701	40,200,000	\$ 29,693,880
2020 Budget	2,627,752	2,488,008	3,176,434	3,209,259	3,537,217	3,849,908	3,166,535	3,226,237	3,156,625	3,105,347	3,015,387	3,478,464	38,037,173	\$ 28,437,975
2019 Budget	2,650,000	2,750,000	3,310,000	3,080,000	3,330,000	3,420,000	3,200,000	3,000,000	3,080,000	2,810,000	2,860,000	3,460,000	36,950,000	\$ 27,820,000
2018 Budget	2,475,000	2,330,000	2,900,000	2,730,000	2,955,000	3,225,000	2,900,000	2,960,000	3,055,000	2,825,000	3,135,000	3,376,317	34,866,317	\$ 25,530,000
Vs. 2021 Budget	470,895	412,316	924,036	962,500	642,536	523,778	591,979	479,786	613,259	-	-	-	5,621,084	18.9%
Vs. 2020 Budget	269,262	140,484	(307,145)	(474,612)	(159,563)	(194,518)	454,989	33,518	616,691	267,000	287,534	502,850	1,436,490	1.3%
Vs. 2019 Budget	(98,785)	(334,458)	(226,083)	35,786	104,191	317,774	207,206	356,617	529,415	449,950	725,466	294,832	2,361,911	3.2%
Vs. 2018 Budget	73,254	278,963	297,807	243,191	262,205	80,949	174,305	172,269	9,684	189,900	(207,440)	833	1,575,921	6.2%