

# **Memorandum**

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Date: November 20, 2017

To: Gloria Boyce, General Manager

From: Kevin Hebdon, Director of Administrative Services and Julie Thompson, Sr. Budget/Grants Analyst

RE: Adopt Fiscal year 2018 Operating & Capital Budgets, Approve New Capital Projects, and Authorize the General Manager to file all FY 2018 Federal and State Grants

## **Background**

The Ben Franklin Transit (BFT) Board of Directors met on November 9, 2017 at 4:30 PM for a Budget Meeting to discuss the 2018 proposed operating and capital budget for BFT. At the Regular Board meeting that followed, the Board authorized the release of the proposed Fiscal Year 2018 Operating and Capital Budget for a public review and comment period. To date, BFT has received no public comments.

Meanwhile, staff has continued to refine expenses and monitor revenue projections since its first presentation to the Board in November and has made the following changes and/or revisions:

### **Operating**

1. \$54,103 reduction in labor as a result of fine tuning the labor model
2. \$217,000 increase in professional services for policy and procedure updates, employee handbook, and other consulting services
3. \$5,733 net reduction in Rentals and Supplies & Materials
4. \$469,220 reduction in miscellaneous expense as the net result of moving two major projects from operating to capital as well as other minor considerations

The net effect of these changes on the 2018 Operating Budget is an overall decrease of **\$312,056**.

### **Capital**

1. \$1,439,903 increase in the Facilities Program due to moving the Stormwater and Facility Condition Assessment projects from the operating budget, increases to 1) the Automated Fluid Management System, 2) Security Plan, and 3) Operations Building Renovation projects
2. \$83,000 increase in the Transit Technologies Program for increasing the Vanpool Software project
3. \$150,000 for capital contingencies

The net effect of these changes on the 2018 Capital Budget is an overall increase of **\$1,672,903**.

The proposed FY 2018 Operating budget of \$40,057,655 and Capital budget of \$11,340,900 as presented are balanced with current year revenues and Non-Fleet Capital Reserves of \$2,351,953.

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

#### **Primary**

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

#### **Secondary**

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

These objectives serve as the core basis in developing our agency-wide 2018 goals and major initiatives which are further developed with measurable outcomes at the department and employee level.

#### **2018 Goals and Major Initiatives**

- Safety First (Fleet / Service)
- Comprehensive Service Plan (Monitoring/Community Outreach)
- Facility Upgrades/Amenities Study Implementation
- Leadership and Staff Development
- Comprehensive Employee Program Review
- Transit Technology (Updates/Monitoring)

#### **Major Assumptions**

1. **Comprehensive Service Plan:** On September 18, 2017 BFT launched the implementation of the CSPS which included additional service hours of operations, more direct routes and more frequencies for Fixed Route. This added nearly 28,000 hours of service on an annual basis. Dial-A-Ride hours of operations were adjusted to match those of Fixed Route. The 2018 budget reflects increases in salaries & wages, employee benefits, maintenance (professional services), fuel & lubricants, and materials & supplies to accommodate these service level increases. The 2018 Budget also contains contingency funding for demonstration services or modifications as staff continues to monitor the service changes and perform a comprehensive community outreach campaign.
2. **Collective Bargaining Agreement (CBA):** All three bargaining groups were settled in 2017 and impact the 2018 budget significantly as these contracts expired in May of 2016 and union staff had not seen wage rate increases since then. The proposed budget accounts for normal step progression through the salary scale for all represented employees in accordance with the recently signed CBAs. Specifically, operators receive increases of 2.25% at 6/1/18. Mechanics receive 2.5% at 6/1/18 for all positions.
3. **Service** is budgeted with increases as a result of the CSP implementation. BFT anticipates providing 382,225 revenue hours and 8,499,143 revenue miles across all modes in 2018. This is an increase of 2.9% and 2.2% respectively compared to 2017 forecasted year-end amounts.

### Service Levels

	Revenue Miles			Revenue Hours		
	2017 Estimate	2018 Proposed	Var %	2017 Estimate	2018 Proposed	Var %
<b>Fixed Route</b>	2,276,185	2,700,000	18.62%	138,533	160,000	15.50%
<b>Dial-A-Ride*</b>	1,885,672	1,928,000	2.24%	127,836	131,175	2.61%
<b>Vanpool</b>	3,392,841	3,410,000	0.51%	69,922	70,250	0.47%
<b>General Demand</b>	131,346	140,000	6.59%	6,813	7,500	10.08%
<b>Night Service</b>	471,159	161,000	-65.83%	21,662	6,500	-69.99%
<b>Taxi Feeder</b>	68,196	69,643	2.12%	2,721	2,775	1.98%
<b>Sunday Service</b>	90,261	90,500	0.26%	4,003	4,025	0.55%
<b>Total Miles/Hours</b>	<b>8,315,660</b>	<b>8,499,143</b>	<b>2.21%</b>	<b>371,490</b>	<b>382,225</b>	<b>2.89%</b>

\*Includes Contracted Arc and Taxi Demand Response

- Ridership** is budgeted relatively flat in 2018. Boardings are projected to reach 3,473,425 for 2018. This represents a system-wide 0.04% decrease compared to 2017 estimated year-end amounts and is due in large part to the reduction in Night Service.

### Boardings

	2017 Estimate	2018 Proposed	Var %
<b>Fixed Route</b>	2,334,664	2,370,000	1.51%
<b>Dial-A-Ride*</b>	359,533	365,575	1.68%
<b>Vanpool</b>	642,766	647,500	0.74%
<b>General Demand</b>	27,075	27,100	0.09%
<b>Night Service</b>	73,202	25,000	-65.85%
<b>Taxi Feeder</b>	21,806	22,250	2.04%
<b>Sunday Service</b>	15,917	16,000	0.52%
<b>Total Boardings</b>	<b>3,474,963</b>	<b>3,473,425</b>	<b>-0.04%</b>

\*Includes Contracted Arc and Taxi Demand Response

- Fares** are expected to decrease 1.4% as compared to the 2017 forecasted amount and 3.1% compared to the 2017 budgeted amount. The 2018 proposed budget amount is \$3.6M.
- Farebox Recovery Ratio** for combined modes is proposed at 11.7%. This reflects a decrease from the 2017 budgeted rate of 13.7% and a slight increase from the current September 30, 2017 actual ratio of 11.4%.
- Sales Tax Revenue** is projected at \$34,866,317, a 1.0% increase from the 2017 forecast of \$34,557,710. The increase in sales tax revenue reflects consistent economic growth over the last six years. The calendar year 2018 will not be a refueling year at Energy Northwest which historically can contribute more than \$1M in additional sales tax revenue for BFT. Economic growth is due in part to continued construction and growth in the hotel, education, medical and housing markets and is in line with regional economic growth forecasts. Of the total 2018 sales tax revenue, 90.5% or \$31,540,710 is programmed for the Operating budget and 9.5% or \$3,325,607 is programmed for the Capital budget.

8. **State Grants** are budgeted in the amount of \$1,505,712 and include portions of the 2017 – 2019 State biennium funding allocation. This is down \$500,000 from 2017's budget based on needs and funding availability.
9. **Federal Grants** are budgeted in the amount of \$8,272,838 and include 5307 and 5339 formula funding for Federal Fiscal Years 2016 and 2017. This is up \$500,000 from 2017's budget based on needs and funding availability.

#### 10. Force Account

Department	Operator	Supervisor	Mech/WC Custodial	Admin	2017 Total EE	2017 EE by Hours	2018 Request	2018 Total EE	2018 EE by Hours
Fixed Operations	123.00	5.50	-	6.00	134.50	113.95	-	134.50	134.85
Dial-A-Ride	86.00	4.00	-	15.00	105.00	100.73	-	105.00	108.34
General Demand	5.00	0.50	-	-	5.50	4.60	-	5.50	6.37
Vanpool	-	1.00	-	3.00	4.00	4.14	-	4.00	4.08
Maintenance	-	3.00	28.00	2.00	33.00	32.83	-	33.00	33.72
Human Resources	-	2.00	-	4.00	6.00	5.17	-	6.00	6.21
Admin Services	-	4.00	-	11.00	15.00	12.70	-	15.00	15.04
Service Development	-	3.00	-	9.00	12.00	10.82	-	12.00	12.11
<b>Total</b>	<b>214.0</b>	<b>23.0</b>	<b>28.0</b>	<b>50.0</b>	<b>315.0</b>	<b>284.9</b>	<b>-</b>	<b>315.0</b>	<b>320.7</b>

After the passing of the 2017 Mid-year Budget Revision in July 2017 and prior to the CSP Launch in September 2017 11 additional Fixed Route operators and three Dial-A-Ride drivers were approved by the General Manager. This was to meet the demands of the new service and service hours and to allow for adequate vacation, disability, FMLA, and other leave considerations per the recent approval of the CBAs. Those 14 positions are included in the 2018 budget. No other headcount has been added to the budget.

The implementation of the CSP, introduction of new technologies, and considerations for demonstration services are impacting current business processes. Staff is now evaluating and analyzing how these changes will impact the non-represented workforce. Staff aims to make recommendations for headcount levels in the second quarter of 2018.

11. **Health Insurance/Pension** – Health insurance rates for all three CBAs (union staff) for 2018 remained the same as 2017's rates. Non-represented staff are now budgeted different than in prior years as the Board recently approved a Percentage of Premium approach to providing health insurance benefits for these employees. The Board has approved coverage for employees at 95% and dependents at 80%. This creates a partnership with employees in meeting the increasing costs of health care, promotes healthy life choices, and is financially sustainable in the long run. It is estimated that BFT will realize a reduction of \$140,000 for non-represented staff health care costs in 2018 as compared to 2017. For all employees, the mandated employer contribution rate for PERS is set at 12.70% of earnings for 2018, a slight increase from 2017's rate of 11.18%.
12. **Liability Insurance** costs for 2018 are proposed at a net 8.6% decrease from 2017. The base rate has increased by 7.0% to meet the strategic commitment of the WA State Transit Insurance Pool to reach a \$5M self-insured retention level by 2023. BFT's experience mod factor rate is down 5.2%. This rate is adjusted each year based on claims from the prior year. The CSP additional mileage is also included in the insurance estimates for 2018.

13. **Fuel** costs are projected to increase 8.9% in 2018 from 2017 forecasted amounts as fuel prices are expected to increase per the U.S. Energy Information Administration. They report U.S. regular gasoline retail prices to average \$2.41 per gallon through the end of 2018 and diesel retail prices are expected to average \$2.79 per gallon. BFT realizes bulk savings and tax exemptions on fuel it purchases and anticipates paying on average \$2.35 per gallon of gasoline and \$2.37 per gallon of diesel. Additional miles from the CSP and slight increases to per gallon prices make up the 8.9% increase in fuel and lubricants.
14. **Wages and Benefits** have been budgeted with considerations for normal step progression through the salary scale for both represented and non-represented employees but do not include any other increases to wages. In keeping with last year's budget practice, wages and benefits have been budgeted factoring in a vacancy rate for 2018. Fixed Route and Dial-A-Ride Operators are proposed to be budgeted at 95% allowing for a 5% vacancy rate. As approved by the Board in 2017 both represented and non-represented staff received additional paid time off in keeping with market comparisons; represented staff received three additional days and non-represented staff received five additional days.
15. **Bus Operations** increases 16.9% or \$2,108,674 over the FY 2017 forecast and 12.7% over FY 2017 budget due primarily to the implementation of the CSP and in small part to increased costs of labor and benefits, expected parts usage for diesel engine replacements, and increases in fuel costs. Revenue miles are budgeted at 2,700,000, revenue hours at 160,000 and boardings at 2,370,000.
16. **Dial-A-Ride Operations** increases 4.2% or \$430,374 over the FY 2017 forecast and 4.4% over FY 2017 budget due to the extended hours of operations and increased costs of labor and benefits. Revenue miles are budgeted at 1,600,000, revenue hours at 115,000 and boardings at 280,000.
17. **General Demand** increases 6.3% or \$40,105 from the FY 2017 forecast and a 2.9% decrease over FY 2017 budget because of the level of demand for services provided. Insurance costs are down and contribute to this decrease as well. Revenue miles are budgeted at 140,000, revenue hours at 7,500 and boardings at 27,100.
18. **Vanpool Operations** decreases 4.9% or \$99,327 when compared to the FY 2017 forecast and a 1.0% decrease as compared to FY 2017 budget as a result of decreased insurance costs. Revenue miles are budgeted at 3,410,000, revenue hours at 70,250 and boardings at 647,500.
19. **Maintenance Department** increases 29.0% or \$392,928 from the FY 2017 forecast and an increase of 18.9% over the FY 2017 budget as the result of increased labor and benefits from recently negotiated CBA. A contingency amount of \$110,000 has been included in this budget for unforeseen items requiring facility maintenance. Maintenance Labor Allocations are:

<b>Fixed Route</b>	53.80%
<b>Dial-A-Ride</b>	29.31%
<b>General Demand</b>	1.60%
<b>Contracted Paratransit</b>	2.37%
<b>Vanpool</b>	9.88%
<b>Non-Revenue</b>	3.04%

20. **Human Resources** increases 32.7% or \$390,676 as compared to the FY 2017 forecast and 13.3% increase over the FY 2017 budget due to increased labor and benefit costs as well as professional services for the completion of the comprehensive employee program review such as the development of employee policies and handbook.
21. **General Administration** increases 18.2% or \$513,545 over the FY 2017 forecast and 6.9% over FY 2017 budget due to increased costs of labor and benefits, computer replacement supplies, increased audit costs, and operating projects including Records Management consulting services.
22. **Service Development** includes all purchased transportation modes and increases 8.1% or \$415,942 over the FY 2017 forecast and 5.9% over FY 2017 budget primarily due to a \$500k contingency amount for demonstration services, increased costs of labor and benefits, and costs related to marketing/advertising for ridership outreach and retention.
- a. **Contracted Paratransit** proposed budget of \$1.7M increases due to anticipated contract rate increases of 3%, increases in demand, and increased costs for maintaining vehicles. This is slightly up from the FY 2017 forecast of \$1.48M and up from the 2017 budget amount of \$1.24M. Revenue miles are budgeted at 228,000, revenue hours at 13,150 and boardings at 76,700.
  - b. **Night Service** is capped at \$500,000 as part of BFT's CSP implementation plan. This is down from the FY 2017 forecast of \$1.3M. Revenue miles are budgeted at 161,000, revenue hours at 6,500 and boardings at 25,000.
  - c. **Sunday Service** remains relatively flat as compared to the FY 2017 forecast and the FY 2017 budget of \$325,000. Revenue miles are budgeted at 90,500, revenue hours at 4,025, and boardings at 16,000.
  - d. **Finley and Taxi Feeder Services** are being combined in the 2018 budget and are budgeted at \$300,000 a 27.0% or \$63,707 increase from the FY 2017 forecast and an increase of \$35,000 as compared to the FY 2017 budget of \$265,000. Revenue miles are budgeted at 69,643, revenue hours at 2,775 and boardings at 22,250.
23. **Capital Program** totals \$11,340,900 and includes the following increases to existing capital project budgets and new projects needing Board approval. Highlights are listed below and more information is provided in the attached Exhibit B, Capital Projects Details document:
- a. **Fleet Program** - \$6.04M for fleet replacement that follows the established fleet replacement schedule and includes; 8 Fixed-Route vehicles, 12 Dial-A-Ride vehicles, and one non-revenue service vehicle.
  - b. **Facilities Program** - \$4.8M to include programing of approved capital project budgets for the automatic fluid management system, replacement hoist, second phase of the Board room technology upgrades, MOA water diversion project (formerly known as Stormwater project), passenger amenities improvements, security plan and campus improvements (formerly Security/Automatic Gate/Bus Parking), and operations building renovations.
- Approval of the Facility Condition Assessment/Program project is needed and is estimated to be \$325,000 for the assessment and associated software program to properly track assets and their condition.

- c. **Equipment Program** - \$201,700 to include the following new capital projects for Board approval:
- i. \$6,700 - Snow Plow to be used with the new maintenance truck.
  - ii. \$80,000 - Tractor & Trailer to improve efficiencies and response to facility maintenance needs including snow removal, transit center maintenance and upkeep, MOA routine maintenance, and amenities installations.
  - iii. \$100,000 - Replacement of three John Deer Gators that have met their useful life and are requiring additional maintenance at increasing costs. These Gators are used for snow removal, remote battery jump starts, and other facility maintenance needs and are essential equipment for the maintenance staff.
  - iv. \$15,000 - Retrofitting of a vehicle to serve as a Mobile Dispatch Station to be utilized during fair week and other remote events as well as emergency situations.
- d. **Transit Technologies Program** - \$133,000 to include an increase to the ADP Software – Vanpool Application project budget and the addition of the following project for Board approval:
- i. \$50,000 - Customer Comment Record (CCR) Replacement project that will facilitate storing, reviewing, routing, tracking, and responding to customer comments, realizing efficiencies in required compliance and reporting.
- e. **Contingency** - \$150,000 Capital Contingency to allow for unforeseen items that meet the capital threshold and are within the General Manager’s authority.

24. **Overall Effect on Reserves from Operating and Capital Budget** - Current year revenues are expected to fund current year operating expenses and all but \$2.35M of capital expenses, which will come from the Non-fleet Capital Reserve Fund.

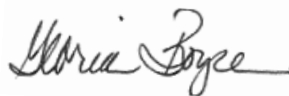
### **Funding**

Budgeted:	No
Funding Source:	Federal/State/Local/Reserves
Total Budget:	Operating      \$40.06 million
	Capital <u>\$11.34 million</u>
	<b>Total            \$51.40 million</b>

### **Recommendation**

Staff recommends the Board adopt the Fiscal Year 2018 Operating and Capital Budget as summarized in Exhibit A and approve the capital projects as detailed in Exhibit B. Staff also recommends the Board delegate authority the General Manager to file the FY 2018 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:



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Gloria Boyce, General Manager



# 2018

## Operating & Capital Budget

### Summary



## 2017 Budget Forecast as of October 31, 2017

	Budget	October	Forecast	Variance	Var %
<b>Revenues (Local)</b>					
Fares	3,436,285	2,641,687	3,474,147	37,862	1.1%
Contracted Services	331,850	267,563	349,324	17,474	5.3%
Sales Tax	32,687,814	25,819,419	34,460,478	1,772,664	5.4%
Other	861,632	707,830	1,045,230	183,598	21.3%
Capital Reserves	-	-	-	-	0.0%
<b>Revenues (State)</b>					
Consolidated Grant Program/VIP Funds	4,572,000	2,786,500	4,572,000	-	0.0%
<b>Revenues (Federal)</b>					
Formula Funds	6,051,294	89,400	6,051,294	-	0.0%
<b>Total Revenues</b>	<b>47,940,875</b>	<b>32,312,399</b>	<b>49,952,473</b>	<b>2,011,598</b>	<b>4.2%</b>
<b>Operating Expenditures</b>					
Directly Operated Transportation					
Bus	12,913,206	9,973,053	12,449,387	(463,819)	-3.6%
Dial-A-Ride	10,259,448	8,423,984	10,277,041	17,593	0.2%
Prosser	691,853	524,439	631,912	(59,941)	-8.7%
Vanpool	1,939,180	1,641,634	2,019,749	80,569	4.2%
Maintenance	1,469,819	1,233,431	1,355,171	(114,648)	-7.8%
Purchased Transportation					
Night Service	1,437,500	1,157,410	1,330,605	(106,895)	-7.4%
Taxi Feeder Service	150,000	96,348	107,873	(42,127)	-28.1%
Finley Service	115,000	104,681	128,420	13,420	11.7%
Sunday Service	325,000	289,846	362,609	37,609	11.6%
Paratransit CAB	130,000	252,288	278,849	148,849	114.5%
Paratransit ARC	1,112,310	1,031,449	1,197,544	85,234	7.7%
Vanpool Guaranteed Ride Home	1,200	727	873	(327)	-27.3%
Administration					
Human Resources	1,399,603	972,178	1,194,540	(205,063)	-14.7%
Administrative Services	3,114,979	2,315,576	2,816,315	(298,664)	-9.6%
Planning/Service Development	1,958,858	1,199,915	1,713,850	(245,008)	-12.5%
<b>Total Operating Expenditures</b>	<b>37,017,956</b>	<b>29,216,958</b>	<b>35,864,738</b>	<b>(1,153,218)</b>	<b>-3.1%</b>
<b>(Over)/Under</b>	<b>10,922,919</b>	<b>3,095,441</b>	<b>14,087,735</b>	<b>3,164,816</b>	
<b>Capital Expenditures</b>					
Vehicles	6,234,806	300,952	6,234,806	-	0.0%
Capital Projects	5,637,216	970,496	5,637,216	-	0.0%
<b>Total Capital Expenditures</b>	<b>11,872,022</b>	<b>1,271,448</b>	<b>11,872,022</b>	<b>-</b>	<b>0.0%</b>
	<b>Federal</b>	<b>State</b>	<b>Local</b>	<b>Total</b>	
Fleet Program	2,416,800	2,572,000	1,246,006	<b>6,234,806</b>	
Facilities Program	1,112,372	-	926,192	<b>2,038,564</b>	
Equipment Program	2,122	-	530	<b>2,652</b>	
Safety & Security Program	-	-	-	-	
Transit Technologies Program	2,520,000	-	1,076,000	<b>3,596,000</b>	
Planning Program	-	-	-	-	
Other Program	-	-	-	-	
Contingency	-	-	-	-	
<b>Total Capital Projects</b>	<b>6,051,294</b>	<b>2,572,000</b>	<b>3,248,728</b>	<b>11,872,022</b>	
Local Jurisdictional Projects	-	-	-	-	
<b>Total Local Jurisdictional Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Effects on Reserves</b>	<b>(949,103)</b>		<b>2,215,713</b>		

# BFT 2018 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

<b><u>Service Level</u></b>				
<i>Directly Operated</i>	Revenue Hours	Revenue Miles	Boardings	
Fixed route	160,000	2,700,000	2,370,000	
Dial A Ride (Incls Prosser)	122,500	1,740,000	307,100	
Vanpool	70,250	3,410,000	647,500	
<i>Purchased Transportation</i>				<i>Annual Amount</i>
Dial A Ride	3,025	100,000	8,875	\$ 200,000
Night Service	6,500	161,000	25,000	500,000
Taxi Feeder	2,775	69,643	22,250	300,000
Sunday Service	4,025	90,500	16,000	325,000
ARC	13,150	228,000	76,700	1,300,000
	382,225	8,499,143	3,473,425	\$ 2,625,000

### **Force Account**

	<i>Current*</i>	<i>Proposed</i>	<i>Change</i>
Operations	134.5	134.5	-
DAR	105.0	105.0	-
General Demand	5.5	5.5	-
Vanpool	4.0	4.0	-
Maintenance	33.0	33.0	-
Human Resource	6.0	6.0	-
Administration	15.0	15.0	-
Service Development	12.0	12.0	-
	315	315	-

## 2017

	<b>Forecast</b>	<b>2018 Budget</b>	<b>Var</b>
<b><u>Revenue</u></b>			
Fares	\$ 3,714,944	\$ 3,598,735	\$ (116,209)
Sales Tax - Incr 1% over 2017 Forecast	\$ 34,522,832	\$ 34,866,317	\$ 343,485
Misc. Revenue	\$ 1,045,230	\$ 294,000	\$ (751,230)
State Grants	\$ 4,572,000	\$ 1,505,712	\$ (3,066,288)
Federal Grants	\$ 6,051,294	\$ 8,272,838	\$ 2,221,544
<b><u>Expense</u></b>			
Salary / Wage Increase	\$ 23,657,260	\$ 26,688,303	\$ 3,031,043
Salary / Wage	\$ 14,344,742	\$ 15,116,430	\$ 771,688
Benefits	\$ 9,312,519	\$ 11,571,873	\$ 2,259,354
Health Insurance (average)	\$ 1,260	\$ 1,254	\$ 566,475
State Industrial Insurance per Hour	\$0.1389/1.4977	\$ 0.1533/1.8195	\$ 341,249
Retirement Contribution (%)	12.70%	12.70%	\$ 378,221
Utility	\$ 330,533	\$ 301,350	\$ (29,183)
PL / PD Insurance (WSTIP)	\$ 1,161,154	\$ 1,055,694	\$ (105,460)

\*Includes increases of eleven (11) Coach Operators and three (3) Dial-A-Ride Drivers approved after mid-year budget adjustment

## 2017 Year-end Estimates / 2018 Proposal

		Boardings	Revenue Hours	Revenue Miles
<i>Total</i>				
	Total 2017 Budget	3,543,262	371,668	8,614,414
	Total 2017 Estimate	3,474,963	371,490	8,315,660
	<b>Total 2018 Proposed</b>	<b>3,473,425</b>	<b>382,225</b>	<b>8,499,143</b>
	<b>Proposed % Change Over Estimate</b>	<b>0.0%</b>	<b>2.9%</b>	<b>2.2%</b>
<i>Directly Operated</i>				
<b>Fixed Route</b>	Total 2017 Budget	2,305,182	136,148	2,229,094
	Total 2017 Estimate	2,334,664	138,533	2,276,185
	<b>Proposed % Change Over Estimate</b>	<b>1.5%</b>	<b>15.5%</b>	<b>18.6%</b>
	<b>2018 Proposed</b>	<b>2,370,000</b>	<b>160,000</b>	<b>2,700,000</b>
<b>DAR Tri-Cities</b>	Total 2017 Budget	273,500	104,400	1,668,000
	Total 2017 Estimate	275,195	111,807	1,582,075
	<b>Proposed % Change Over Estimate</b>	<b>1.7%</b>	<b>2.9%</b>	<b>1.1%</b>
	<b>2018 Proposed</b>	<b>280,000</b>	<b>115,000</b>	<b>1,600,000</b>
<b>Prosser</b>	2017 Budget	35,450	7,680	215,000
	2017 Estimate	27,075	6,813	131,346
	<b>Proposed % Change Over Estimate</b>	<b>0.1%</b>	<b>10.1%</b>	<b>6.6%</b>
	<b>2018 Proposed</b>	<b>27,100</b>	<b>7,500</b>	<b>140,000</b>
<b>Vanpool</b>	Total 2017 Budget	735,800	79,900	3,595,000
	Total 2017 Estimate	642,766	69,922	3,392,841
	<b>Proposed % Change Over Estimate</b>	<b>0.7%</b>	<b>0.5%</b>	<b>0.5%</b>
	<b>2018 Proposed</b>	<b>647,500</b>	<b>70,250</b>	<b>3,410,000</b>
<i>Purchased</i>				
<b>Arc</b>	Total 2017 Budget	72,900	12,700	214,800
	Total 2017 Estimate	75,192	12,895	223,293
	<b>Proposed % Change Over Estimate</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.1%</b>
	<b>2018 Proposed</b>	<b>76,700</b>	<b>13,150</b>	<b>228,000</b>
<b>Night Service</b>	Total 2017 Budget	75,800	21,700	471,200
	Total 2017 Estimate	73,202	21,662	471,159
	<b>Proposed % Change Over Estimate</b>	<b>-65.8%</b>	<b>-70.0%</b>	<b>-65.8%</b>
	<b>2018 Proposed</b>	<b>25,000</b>	<b>6,500</b>	<b>161,000</b>
<b>Taxi Feeder</b>	Total 2017 Budget	21,150	2,665	65,820
	Total 2017 Estimate	21,806	2,721	68,196
	<b>Proposed % Change Over Estimate</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.1%</b>
	<b>2018 Proposed</b>	<b>22,250</b>	<b>2,775</b>	<b>69,643</b>
<b>Sunday Service</b>	Total 2017 Budget	16,900	4,275	97,800
	Total 2017 Estimate	15,917	4,003	90,261
	<b>Proposed % Change Over Estimate</b>	<b>0.5%</b>	<b>0.5%</b>	<b>0.3%</b>
	<b>2018 Proposed</b>	<b>16,000</b>	<b>4,025</b>	<b>90,500</b>
<b>Taxi Demand Response</b>	Total 2017 Budget	6,580	2,200	57,700
	Total 2017 Estimate	9,146	3,134	80,304
	<b>Proposed % Change Over Estimate</b>	<b>-3.0%</b>	<b>-3.5%</b>	<b>24.5%</b>
	<b>2018 Proposed</b>	<b>8,875</b>	<b>3,025</b>	<b>100,000</b>

## 2018 Budget Build Analysis

					2018	2017 Forecast
			2017	2017	Proposed	over 2018
Operating Expense	2015 Actuals	2016 Actuals	Budgeted	Forecast	Budget	Proposed Var%
Salaries & Wages	12,547,783	12,905,635	14,788,709	14,344,742	15,116,430	5.4%
Employee Benefits*	8,224,485	8,171,054	9,956,633	9,312,519	11,571,873	24.3%
<b>Total Labor</b>	<b>20,772,268</b>	<b>21,076,688</b>	<b>24,745,342</b>	<b>23,657,260</b>	<b>26,688,303</b>	<b>12.8%</b>
Professional Services	1,631,142	2,500,492	2,897,212	2,639,238	3,852,856	46.0%
Fuel & Lubricants	2,401,718	2,048,845	2,498,595	2,565,683	2,794,796	8.9%
Tires & Tubes	273,426	297,805	304,411	321,210	300,000	-6.6%
Materials & Supplies	1,231,729	1,140,184	1,306,209	1,592,587	1,713,975	7.6%
Utility	201,959	214,278	348,970	330,533	301,350	-8.8%
Insurance and Liability	868,501	964,758	1,157,835	1,161,154	1,055,694	-9.1%
Purchased Transportation	3,161,646	3,235,021	3,086,700	3,178,967	2,626,200	-17.4%
Rentals	38,405	56,892	105,452	118,019	106,300	-9.9%
Miscellaneous	306,359	198,908	567,230	300,087	618,181	106.0%
<b>Total Non-Labor</b>	<b>10,114,884</b>	<b>10,657,183</b>	<b>12,272,614</b>	<b>12,207,478</b>	<b>13,369,352</b>	<b>9.5%</b>
<b>Total Operating Expense</b>	<b>30,887,152</b>	<b>31,733,871</b>	<b>37,017,956</b>	<b>35,864,738</b>	<b>40,057,655</b>	<b>11.7%</b>

\*Includes the Implementation of GASB 68 for 2015 & 2016 Actuals

					2018	2017 Forecast
			2017	2017	Proposed	over 2018
Operating Expenditures	2015 Actuals	2016 Actuals	Budgeted	Forecast	Budget	Proposed Var%
Directly Operated Transportation						
Fixed Route	10,692,875	10,511,447	12,913,206	12,449,387	14,558,061	16.9%
Dial-A-Ride	8,589,616	8,933,907	10,259,448	10,277,041	10,707,415	4.2%
General Demand (Prosser)	636,835	614,163	691,853	631,912	672,017	6.3%
Vanpool	2,048,960	1,832,330	1,939,180	2,019,749	1,920,422	-4.9%
Maintenance	1,535,316	1,533,520	1,469,819	1,355,171	1,748,099	29.0%
Purchased Transportation						
Night Service	1,544,323	1,549,433	1,437,500	1,330,605	500,000	-62.4%
Taxi Feeder Service	113,343	114,279	150,000	107,873	300,000	178.1%
Finley Service	124,608	116,265	115,000	128,420	-	-100.0%
Sunday Service	316,177	319,149	325,000	362,609	325,000	-10.4%
Paratransit CAB	145,899	186,067	130,000	278,849	200,000	-28.3%
Paratransit ARC	916,055	1,083,583	1,112,310	1,197,544	1,524,415	27.3%
Vanpool Guaranteed Ride Home	1,240	1,090	1,200	873	1,200	37.5%
Administration						
Human Resources	1,023,486	1,136,601	1,399,603	1,194,540	1,585,216	32.7%
Administrative Services	2,139,100	2,488,162	3,114,979	2,816,315	3,329,860	18.2%
Planning/Service Development	1,059,317	1,313,876	1,958,858	1,713,850	2,685,950	56.7%
<b>Total Operating Expenditures</b>	<b>30,887,152</b>	<b>31,733,871</b>	<b>37,017,956</b>	<b>35,864,738</b>	<b>40,057,655</b>	<b>11.7%</b>

## 2018 Major Goals & Objective

### 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 Para-Transit Demographic Shifts
- 7 Integrate Technology
- 8 Pursue Environmentally Friendly Buses

### 2018 Goals & Initiatives

	1	2	3	4	5	6	7	8
Safety First (Fleet / Service)	✓	✓	✓	✓	✓	✓	✓	✓
Comprehensive Service Plan (Monitoring/Community Outreach)	✓	✓		✓	✓	✓	✓	✓
Facility Upgrades/Amenities Study Implementation	✓	✓			✓	✓	✓	✓
Leadership and Staff Development	✓	✓	✓	✓	✓		✓	
Comprehensive Employee Program Review			✓	✓	✓			
Transit Technology (Updates/Monitoring)	✓	✓		✓	✓	✓	✓	✓

## Strategic Plan - Areas of Responsibility

Objectives	Admin	HR	Planning	Marketing	Ops	Maint
<b>#1</b> Address community growth particularly on the urban fringes.	5%	5%	65%	15%	5%	5%
<b>#2</b> Maximize coordination with other agencies and organizations including the Tri-Cities' growing Healthcare Industry.	15%	5%	5%	65%	5%	5%
<b>#3</b> Implement succession planning, staff development, and measures to address upcoming attrition.	5%	75%	5%	5%	5%	5%
<b>#4</b> Address the changing demographics of our community including reaching out to our growing Hispanic population regarding employment and transportation needs.	5%	5%	40%	40%	5%	5%
<b>#5</b> Participate in Economic Development. Assist in planning, development, and service provision to the Downtown Entertainment Districts. Including tourism, special events, convention center, wineries, etc.	5%	5%	45%	35%	5%	5%
<b>#6</b> Plan for para-transit demographic shifts. Manage increased demand by people with developmental disabilities, and changing senior needs.	5%	5%	10%	10%	65%	5%
<b>#7</b> Continue to integrate technology into our organization, and research and infuse methodology to advance technological communication with our customers.	65%	5%	5%	5%	15%	5%
<b>#8</b> Pursue environmentally friendly vehicles as a future transportation alternative.	10%	5%	5%	5%	5%	70%

2018 Goals / Initiatives

	Start Date	Completion
<b>Safety First (Fleet / Service)</b>	<b>01/02/18</b>	<b>12/31/18</b>
<b>Fixed Route - Complete Annual Operator Refresher Training</b>	<b>01/02/18</b>	<b>12/31/18</b>
Establish refresher training on all new technology	01/02/18	06/01/18
Develop new safety training curriculum	01/02/18	06/01/18
100% operator participation in refresher training with emphasis on safety and customer service	01/02/18	12/31/18
<b>Dial-A-Ride/Prosser - Complete Annual Operator Refresher Training</b>	<b>01/02/18</b>	<b>12/01/18</b>
Develop and implement new driver safety refresher curriculum	01/02/18	03/31/18
100% driver participation in refresher training to include wheelchair securement best practices	01/02/18	12/01/18
<b>Vanpool - Facilitate Vanpool Driver Safety Programs to all Vanpool Groups</b>	<b>01/02/18</b>	<b>12/31/18</b>
Identify drivers that need refresher training	01/02/18	02/28/18
Utilize on-line driver refresher training program provided by WSTIP to train identified drivers	03/01/18	12/31/18
<b>Maintenance - Maintain a Safe Work Environment</b>	<b>01/02/18</b>	<b>12/31/18</b>
Provide quarterly safety training	01/02/18	12/31/18
<b>Comprehensive Service Plan (Monitoring/Community Outreach)</b>	<b>09/18/17</b>	<b>12/31/18</b>
<b>Comprehensive Community Outreach Campaign</b>	<b>01/02/18</b>	<b>12/31/18</b>
DAR/Prosser Community Outreach and Education	01/02/18	12/31/18
Vanpool Community Outreach and Education (VP will attend 10 community events)	01/02/18	12/31/18
Planning/Service Development staff will attend at least 48 partner agency meetings	01/02/18	12/31/18
Outreach to major employers and popular destinations with targeted community marketing	01/02/18	12/31/18
Procurement to participate in one DBE Community Outreach event during the year	01/02/18	12/31/18
Develop large group travel training curriculum	01/02/18	12/31/18
Will hold five travel training events at locations such as senior centers, schools, and community centers	01/02/18	12/31/18
<b>System Performance</b>	<b>01/02/18</b>	<b>12/31/18</b>
Presentation to the Board of Directors	01/02/18	07/31/18
Fixed Route - Maintain average of 95.5% on-time performance, road supervisors will monitor and report weekly	01/02/18	12/31/18
DAR/Prosser - Achieve on-time performance of 95%, road supervisors will monitor and report weekly	01/02/18	12/31/18
<b>Conduct Title VI Demographic Analysis</b>	<b>01/02/18</b>	<b>06/01/18</b>
<b>Implement Benchmarking and Maintenance Plans for Automatic Passenger Counters (APCs)</b>	<b>01/02/18</b>	<b>12/31/18</b>
Create and monitor Benchmarking and Maintenance Plans	01/02/18	01/31/18
Perform year-long sampling of data collected to ensure automatic and manual counts are within an acceptable deviation. Both plans completed by year end	01/02/18	12/31/18
<b>Facility Upgrades/Amenities Study Implementation</b>	<b>01/02/18</b>	<b>12/31/18</b>
<b>MOA Upgrade</b>	<b>01/02/18</b>	<b>12/31/18</b>
MOA Water Diversion Project	07/08/16	12/31/18
Implement fluid management system by December 2018	07/08/16	12/31/18
Repaint MOA Facilities	06/01/18	09/01/18
Conduct campus security survey	05/01/18	12/31/18
Complete 50% Design on energy deficiency upgrades on Operations Building	01/02/18	12/31/18
<b>Transit Center Upgrades</b>	<b>11/04/16</b>	<b>06/02/18</b>
22nd Avenue Transit Center Rehabilitation 50% project complete	11/04/16	12/31/18
Knight Street Transit Center Rehabilitation 50% project complete	11/04/16	12/31/18
<b>Finalize Amenities Study Plan and begin installation of amenities along major corridors</b>	<b>01/02/18</b>	<b>12/31/18</b>
Utilizing AECOM, will Develop Amenities Policy	01/02/18	04/01/18
Phase I - Plan will be developed to implement the policy along major corridors	01/02/18	12/31/18
<b>Implement required FTA Transit Asset Mgmt (TAM) Plan</b>	<b>01/02/18</b>	<b>12/31/18</b>
Attend WSTA quarterly committee meetings to understand what other agencies are doing	01/02/18	12/31/18
Research webinars and TAM Guidebooks	01/02/18	03/31/18
Complete Facilities Condition Assessment	01/02/18	09/30/18
Implement and report TAM plan to the FTA	01/02/18	10/31/18
<b>Leadership and Staff Development</b>	<b>01/02/18</b>	<b>12/31/18</b>
<b>Implement Succession Planning Program for Non-represented Employees</b>	<b>01/02/18</b>	<b>12/31/18</b>
Update Agency Organizational chart	01/02/18	01/31/18
Create departmental organizational charts	01/02/18	01/31/18
Rank staff; identify High Performing staff	02/01/18	07/31/08
Create Agency succession plan	08/01/18	11/30/18
<b>Implement leadership development training</b>	<b>01/02/18</b>	<b>12/31/18</b>
Identify resource for Supervisory/Leadership Training in June 2018	01/02/18	06/30/18
Arrange for onsite delivery; ensure completion of training -December 2018	01/02/18	12/31/18
<b>Comprehensive Employee Program Review</b>	<b>01/02/18</b>	<b>12/31/18</b>
<b>Comprehensive Employee Handbook</b>	<b>01/01/16</b>	<b>12/30/17</b>
Review and update policies and procedures	01/01/16	06/30/17
Create Employee Handbook	01/01/16	09/30/17
Training and Implementation	01/01/16	12/30/17
<b>Fixed Route/DAR/Prosser Updates to Policies, Procedures, and Guides</b>	<b>01/22/16</b>	<b>06/30/17</b>
Establish process improvements, job functions, and procedure documentation for all roles	01/02/18	12/31/18
HR Review and Finalize	01/22/16	06/30/17
<b>DAR/Prosser ADA Application and Re-Certification</b>	<b>03/01/16</b>	<b>08/31/17</b>
Provide additional training on Cert module to all DAR eligibility coordinators and schedulers	03/01/16	08/31/17
Monthly review of processes and applications by DAR coordinator and managers	03/01/16	06/30/17
<b>Reduce absenteeism to three or less call-offs per day</b>	<b>01/02/18</b>	<b>12/31/18</b>
Enroll 95% of Operations staff in Wellness Program to achieve health improvements to the driver force	01/02/18	12/31/18
Review reasons for absences quarterly to develop graphs and illustrate trends	01/02/18	12/31/18
<b>Continue to Develop the Maintenance Career Development training program</b>	<b>01/02/18</b>	<b>12/31/18</b>
<b>Review and update personnel policies and procedures</b>	<b>01/02/18</b>	<b>12/31/18</b>
Review, revise, and create policies to bring current with practices	01/02/18	04/30/18

2018 Goals / Initiatives

Create policies for standard practices not currently defined	01/02/18	04/30/18
Assure policies are approved by the Board	01/02/18	10/31/18
<b>Develop Employee Handbook</b>	<b>01/02/18</b>	<b>12/31/18</b>
Create an employee handbook to summarize policies that affect employees	01/02/18	05/31/18
Review with Legal Counsel	07/01/18	07/30/18
Issue to all employees and collect signature page	11/01/18	12/31/18
<b>Update Admin Services Policies</b>	<b>01/02/18</b>	<b>12/31/18</b>
Update BFT's Travel Policy and Procedures	01/02/18	08/31/18
Develop records management policies and procedures	01/02/18	12/31/18
Revise BFT's Program Management Plan for 5310 federal grant funding by the end of the year	01/02/18	12/31/18
<b>Transit Technology (Updates/Monitoring)</b>	<b>01/02/18</b>	<b>12/31/18</b>
<b>DAR Technology</b>	<b>01/02/18</b>	<b>12/31/18</b>
Provide refresher training on TripSpark's Ripple and Cert modules	01/02/18	12/31/18
Train all administrative staff on new software functions	01/02/18	12/31/18
Upgrade current scheduling software and mapping function	01/02/18	12/31/18
<b>Implement Vanpool Management Software</b>	<b>09/01/17</b>	<b>09/01/18</b>
Set up Rideshare software	01/02/18	01/31/18
Train all Vanpool groups on the software	02/01/18	09/01/18
<b>Implement Voyager Fuel Card Program</b>	<b>09/01/17</b>	<b>09/01/18</b>
Issue all Vanpool groups a new Voyager fuel card with individual PIN for each driver	01/02/18	06/01/18
Manage and monitor the system quarterly for trouble areas and improvements	06/01/18	12/31/18
Staff will extract daily mileage reports from Voyager to be uploaded to Fleet-Net system	05/01/18	12/31/18
<b>Implement US Bank OneCard Rebate Program</b>	<b>01/02/18</b>	<b>12/31/18</b>
<b>Test Alternative Fuel Vehicles</b>	<b>01/02/18</b>	<b>12/31/18</b>
Study current reasearch and development of alternative fuel vehicles monthly	01/02/18	12/31/18
Evaluate FTA's alternative fuel requirements for 2019	06/01/18	09/01/18
Demo two fixed route major brand alternative fuel vehicles as well as two other alternative fuel vehicles	01/02/18	12/31/18
<b>Implement online, competency-based Performance Appraisal System for non-represented employees</b>	<b>01/02/18</b>	<b>12/31/18</b>
Identify online tool; coordinate system capabilities; upload employee data; identify competencies	01/02/18	01/31/18
Train managers and staff to use system	01/02/18	02/28/18
<b>Implement web-based employee onboarding system</b>	<b>01/02/18</b>	<b>12/31/18</b>
Identify online tool; coordinate system capabilities	01/02/18	01/31/18
Train HR staff to use system	02/01/18	02/28/18
Develop all electronic forms and hard copy forms for HR purposes in June 2018	03/01/18	06/30/18
<b>Address Technology Needs Throughout BFT</b>	<b>01/02/18</b>	<b>12/31/18</b>
Retro fit a vehicle to create a Mobile Dispatching Unit	01/02/18	07/15/18
Implement POS system	01/02/18	09/15/18
Implement CCR system	01/02/18	11/30/18
Complete Boardroom Updates Phase II (AV and Data)	01/02/18	12/31/18
General Ledger restructure and staff training	12/01/17	01/31/18



## Fixed Route Operations

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### 2017 Major Accomplishments

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- 1 100% of Coach Operators received refresher training with an emphasis on Customer Service and Safety
- 2 Planned and prepared for Comprehensive Service Plan implementation successfully
- 3 100% of administrative staff have been cross-trained in overall Operations support
- 4 Successfully completed union contract negotiations
- 5 With union contracts settled, Labor Management Meetings are scheduled to resume 4th Quarter 2017
- 6 100% of Operations staff hired prior to June 2017 have been or will be Covey trained by the end of the year
- 7 Provided support and expertise during the implementation of CSP & the Onboard Integrated Technology System

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### 2018 Goals

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- 1 100% of Coach Operators receive refresher training with an emphasis on safety and customer service
- 2 Update Policies, Procedures, and Guides
- 3 Maintain on-time performance at an average of 95.5%
- 4 Reduce absenteeism to an efficient operating level of three or less call-offs per day
- 5 Maintain a preventable accident level of .9 accidents per 100,000 miles

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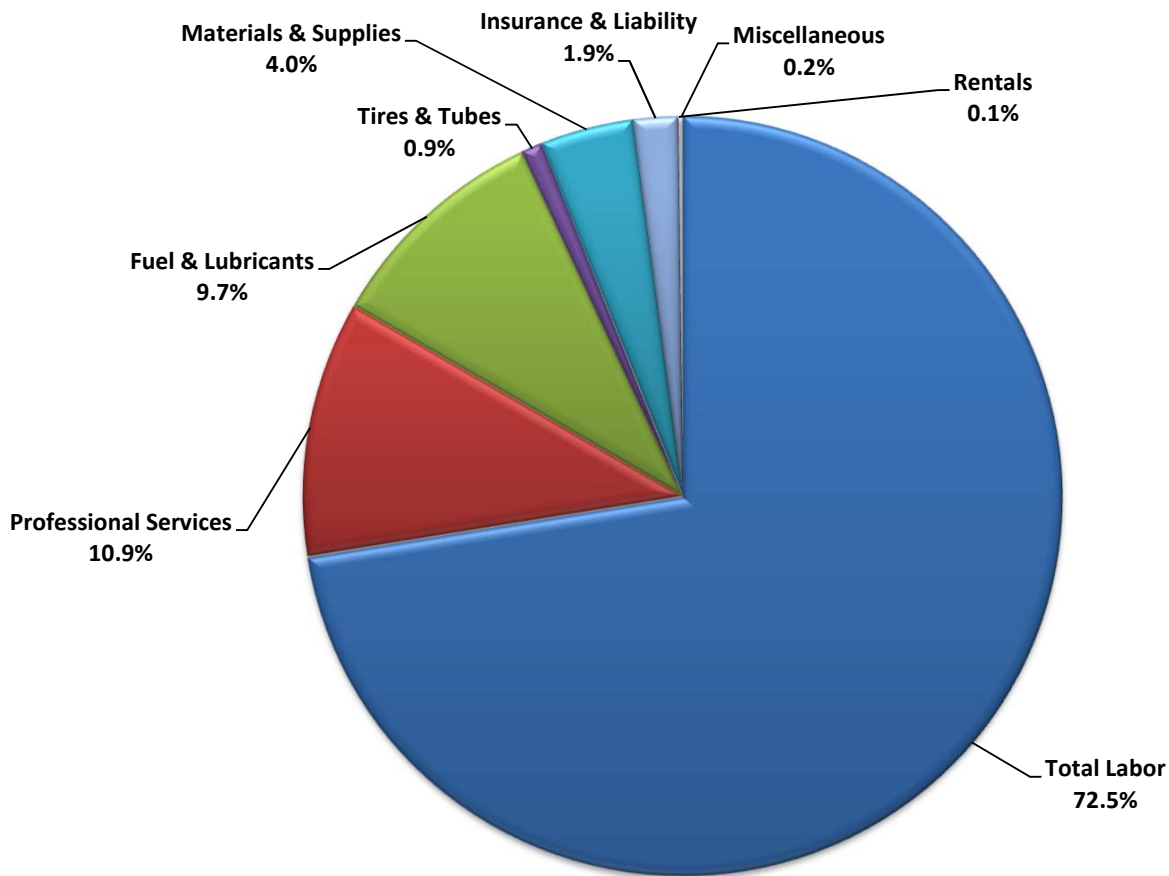
### 2018 Detailed Goals

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- 1 **100% of Coach Operators receive refresher training with an emphasis on safety and customer service**  
Provide refresher training for 100% of Coach Operators with an emphasis on safety and customer service
- 2 **Update Policies, Procedures, and Guides**  
Establish process improvements, job functions and procedure documentation for all roles by year end
- 3 **Maintain on-time performance at an average of 95.5%**  
Utilizing on-board technology, road supervisors will monitor on-time performance  
Reports will be documented and evaluated weekly by Operations and Planning
- 4 **Reduce absenteeism to an efficient operating level of three or less call-offs per day**  
Enroll 95% of Operations staff in Wellness Program to achieve health improvements to the driver force  
Review reasons for absences quarterly to develop graphs and illustrate trends
- 5 **Maintain a preventable accident level of .9 accidents per 100,000 miles**  
Establish refresher training on all new technology by June 2018  
Develop new safety training curriculum by June 2018

# Fixed Route Operations

## 2018 Proposed Budget



Expense	2015 Actuals	2016 Actuals	2017 Budget	2018 Proposed Budget	2017 to 2018 Var %
Salaries & Wages	4,694,596	4,770,268	5,696,629	5,877,524	3.2%
Employee Benefits	3,161,578	3,139,275	3,782,094	4,671,302	23.5%
<b>Total Labor</b>	<b>7,856,174</b>	<b>7,909,543</b>	<b>9,478,723</b>	<b>10,548,826</b>	<b>11.3%</b>
Professional Services	1,133,984	1,186,342	1,385,143	1,582,939	14.3%
Fuel & Lubricants	918,754	719,747	1,155,000	1,413,455	22.4%
Tires & Tubes	116,222	142,130	140,816	130,000	-7.7%
Materials & Supplies	461,080	331,541	417,700	575,824	37.9%
Utilities	-	-	-	-	0.0%
Insurance & Liability	187,334	209,411	288,726	277,579	-3.9%
Purchased Transportation	-	-	-	-	0.0%
Rentals	-	2,079	15,000	7,600	-49.3%
Miscellaneous	19,327	10,654	32,098	21,838	-32.0%
<b>Total Non-Labor</b>	<b>2,836,701</b>	<b>2,601,904</b>	<b>3,434,483</b>	<b>4,009,235</b>	<b>16.7%</b>
<b>Total Operating Expenses</b>	<b>10,692,875</b>	<b>10,511,447</b>	<b>12,913,206</b>	<b>14,558,061</b>	<b>12.7%</b>

## Dial-a-Ride Operations

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### 2017 Major Accomplishments

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- 1 100% of DAR Drivers received refresher training with an emphasis on safety and customer service
  - 2 Recertified 10% of DAR users in database and strengthened the certification process
  - 3 100% of existing rehab, care, and medical facilities received outreach and education on services provided
  - 4 100% of administrative staff were cross-trained in overall Operations support
  - 5 100% of Operations staff hired prior to June 2017 have been Covey trained, or will be, by the end of the year
  - 6 Successfully completed union contract negotiations
  - 7 Provided support and expertise during the implementation of the Comprehensive Service Plan
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### 2018 Goals

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- 1 100% of DAR Drivers receive refresher training with an emphasis on safety and customer service
  - 2 Update Policies, Procedures, and Guides
  - 3 Ongoing training of administrative staff on new technology and software
  - 4 Review and update procedures to realize efficiencies in the ADA Application and Re-Certification process
  - 5 Continue Community Outreach and Education
- 

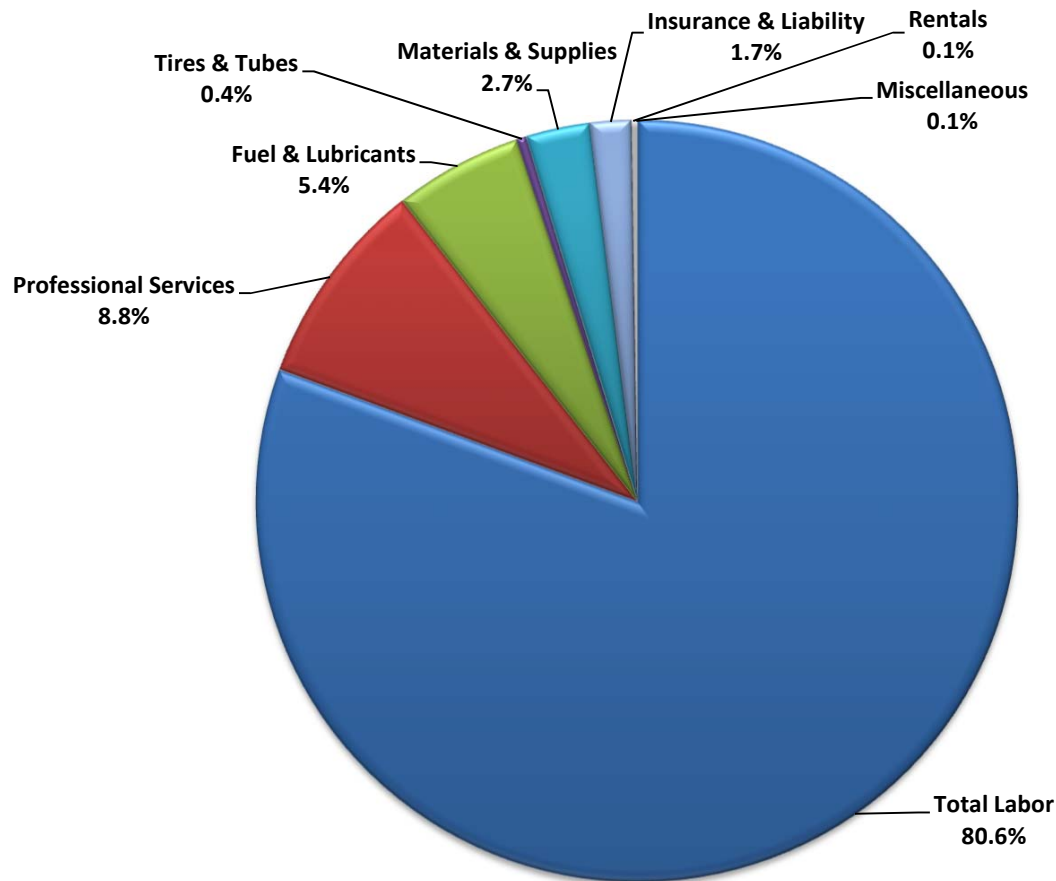
### 2018 Detailed Goals

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- 1 **100% of DAR Drivers receive refresher training with an emphasis on safety and customer service**  
 March 2018, new driver safety refresher curriculum will be developed and implemented  
 Complete Safety Training by December 2018 to focus on safety, wheelchair securements, and customer service
- 2 **Update Policies, Procedures, and Guides**  
 Establish process improvements, job functions and procedure documentation for all roles by year end
- 3 **Ongoing training of administrative staff on new technology and software**  
 Provide refresher training on TripSpark's Ripple and Cert modules by the end of 2018  
 Train all administrative staff on new software functions by the end of 2018  
 Upgrade current scheduling software and mapping function by the end of 2018
- 4 **Review and update procedures to realize efficiencies in the ADA Application and Re-Certification**  
 Provide additional training on Cert module to all DAR eligibility coordinators and schedulers  
 Monthly review of processes and applications by DAR coordinator and managers
- 5 **Continue Community Outreach and Education**

# Dial-A-Ride Operations

## 2018 Proposed Budget



Expense	2015 Actuals	2016 Actuals	2017 Budget	2018 Proposed Budget	2017 to 2018 Var %
Salaries & Wages	4,212,803	4,371,869	4,910,887	4,814,953	-2.0%
Employee Benefits	2,746,560	2,734,396	3,400,806	3,817,648	12.3%
<b>Total Labor</b>	<b>6,959,364</b>	<b>7,106,265</b>	<b>8,311,693</b>	<b>8,632,601</b>	<b>3.9%</b>
Professional Services	571,705	766,632	823,638	944,461	14.7%
Fuel & Lubricants	620,914	579,681	604,400	582,332	-3.7%
Tires & Tubes	37,278	47,255	38,095	45,000	18.1%
Materials & Supplies	206,974	220,950	227,650	290,015	27.4%
Utilities	-	-	-	-	0.0%
Insurance & Liability	168,029	192,642	213,805	186,648	-12.7%
Purchased Transportation	1,061,955	-	-	-	0.0%
Rentals	5,527	9,457	14,952	15,500	3.7%
Miscellaneous	19,825	11,025	25,215	10,858	-56.9%
<b>Total Non-Labor</b>	<b>2,692,207</b>	<b>1,827,642</b>	<b>1,947,755</b>	<b>2,074,814</b>	<b>6.5%</b>
<b>Total Operating Expenses</b>	<b>9,651,571</b>	<b>8,933,907</b>	<b>10,259,448</b>	<b>10,707,415</b>	<b>4.4%</b>

## Prosser Operations

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### 2017 Major Accomplishments

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- 1 100% of DAR Drivers received refresher training with an emphasis on Customer Service and Safety
  - 2 Recertified 10% of DAR users in database and strengthen the certification process
  - 3 100% of existing rehab, care, and medical facilities received outreach and education on services provided
  - 4 100% of Operations staff hired prior to June 2017 have been or will be Covey trained by the end of the year
  - 5 Successfully completed union contract negotiations
  - 6 Provided support and expertise during the implementation of the Comprehensive Service Plan
- 

### 2018 Goals

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- 1 100% of DAR Drivers receive refresher training with an emphasis on safety and customer service
  - 2 Review and update procedures to realize efficiencies in the ADA Application and Re-Certification process
  - 3 Continue Community Outreach and Education
  - 4 Achieve on-time performance of 95% by August 2018
- 

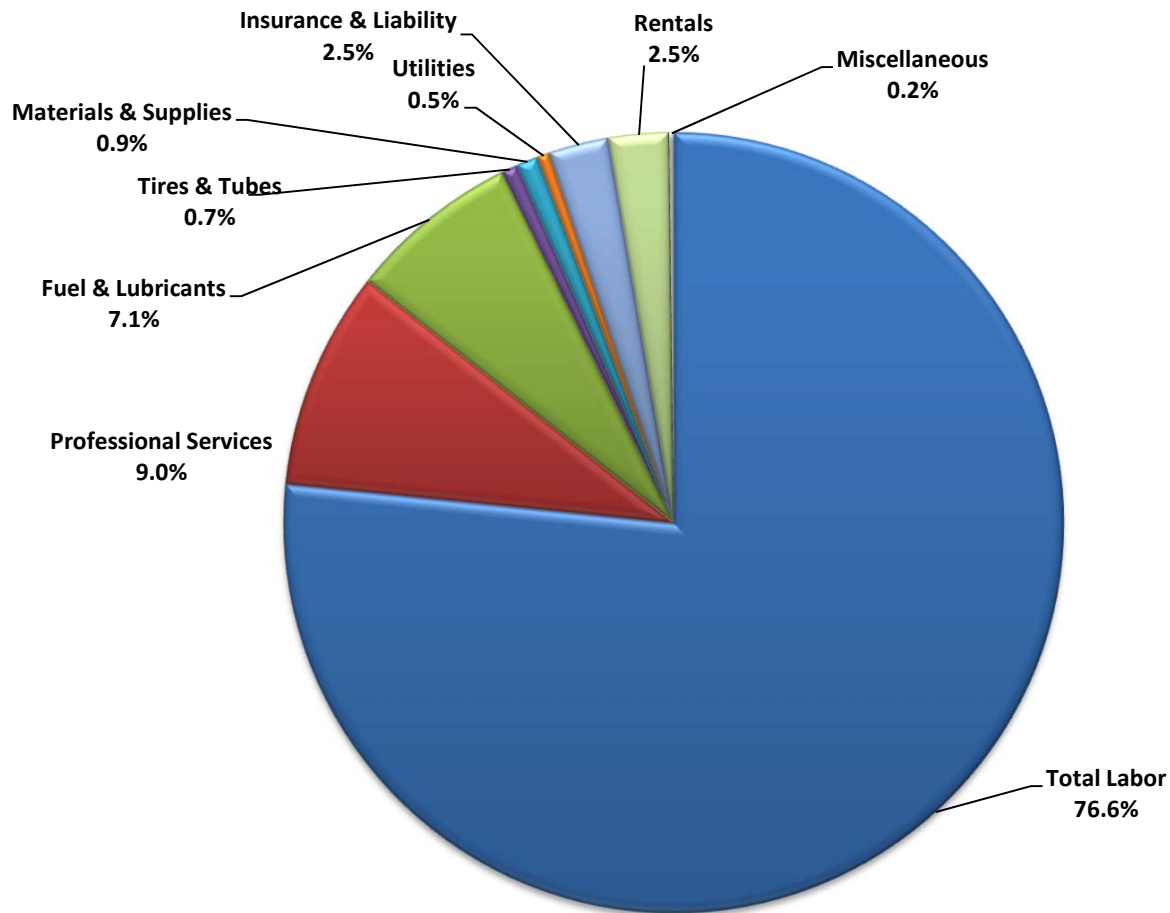
### 2018 Detailed Goals

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- 1 **100% of DAR Drivers receive refresher training with an emphasis on safety and customer service**  
 March 2018, new driver safety refresher curriculum will be developed and implemented  
 Complete Safety Training by December 2018 to focus on safety, wheelchair securements, and customer service
- 2 **Review and update procedures to realize efficiencies in the ADA Application and Re-Certification process**  
 Provide additional training on Cert module to all DAR eligibility coordinators and schedulers  
 Monthly review of processes and received applications by DAR coordinator and managers
- 3 **Continue Community Outreach and Education**  
 Engage in monthly community events to provide education on DAR vs Fixed Route services
- 4 **Achieve on-time performance of 95% by August 2018**  
 Utilizing on-board technology, in-field supervisors will monitor, address, and improve on-time performance to 95%  
 Reports will be documented and evaluated weekly by Operations and Planning

# General Demand (Prosser)

## 2018 Proposed Budget



Expense	2015 Actuals	2016 Actuals	2017 Budget	2018 Proposed Budget	2017 to 2018 Var %
Salaries & Wages	301,501	285,132	300,019	288,289	-3.9%
Employee Benefits	209,566	168,642	197,513	226,448	14.6%
<b>Total Labor</b>	<b>511,066</b>	<b>453,774</b>	<b>497,532</b>	<b>514,737</b>	<b>3.5%</b>
Professional Services	62,594	57,369	66,360	60,813	-8.4%
Fuel & Lubricants	38,440	59,314	67,000	47,694	-28.8%
Tires & Tubes	213	3,199	4,500	4,500	0.0%
Materials & Supplies	9,860	6,148	9,855	6,072	-38.4%
Utilities	687	78	370	3,350	805.4%
Insurance & Liability	2,376	19,422	24,236	16,751	-30.9%
Purchased Transportation	-	-	-	-	0.0%
Rentals	10,192	14,793	19,700	16,800	-14.7%
Miscellaneous	1,406	66	2,300	1,300	-43.5%
<b>Total Non-Labor</b>	<b>125,769</b>	<b>160,388</b>	<b>194,321</b>	<b>157,280</b>	<b>-19.1%</b>
<b>Total Operating Expenses</b>	<b>636,835</b>	<b>614,163</b>	<b>691,853</b>	<b>672,017</b>	<b>-2.9%</b>

# Vanpool

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## 2017 Major Accomplishments

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- 1 Participated in Community outreach events
  - 2 Educated community members on the benefits of BFT's Vanpool program at CSP open houses
  - 3 In lieu of promoting Rideshare Online, BFT purchased Vanpool Management software, with inclusive ride-matching capabilities
  - 4 Facilitated 75 of the 125 (60%) Vanpool drivers refresher training
  - 5 Collaborated with Finance to strengthen Vanpool accounts receivable processing
- 

## 2018 Goals

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- 1 Implement Vanpool Management Software
  - 2 Implement Voyager Fuel Cards
  - 3 Facilitate Driver Safety Training to 75 Vanpool groups
  - 4 In support of the Comprehensive Community Outreach Campaign, Vanpool staff will attend 10 community outreach events
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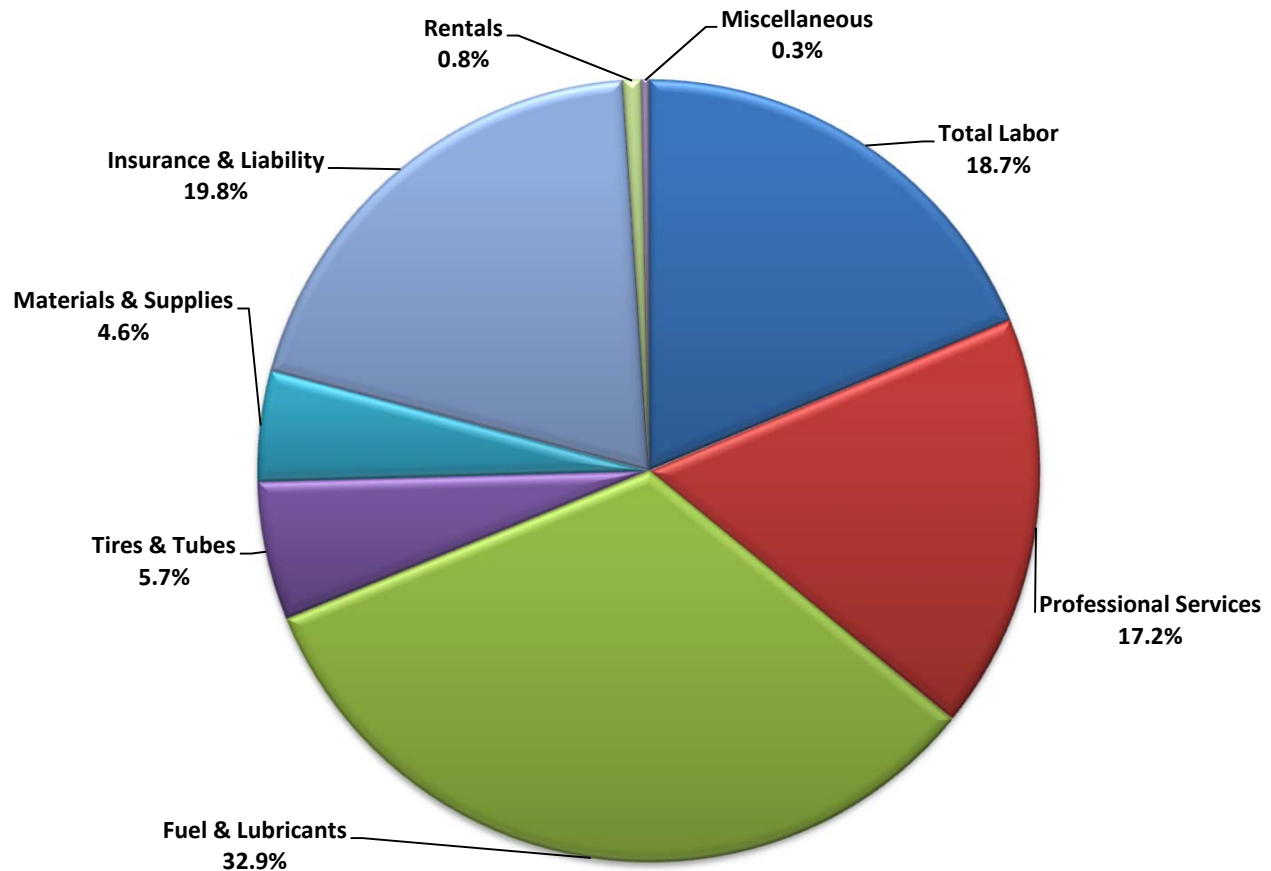
## 2018 Detailed Goals

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- 1 Implement Vanpool Management Software**
  - Work with contractor to set up Rideshare software in January 2018
  - Train all Vanpool groups on the software by September 2018
- 2 Implement Voyager Fuel Card Program**
  - Issue all Vanpool groups a new voyager fuel card with individual PIN for each driver by June 2018
  - Manage and monitor the system quarterly for trouble areas and improvements
  - Staff will extract daily mileage reports from Voyager to be uploaded to Fleet-Net system
- 3 Facilitate Driver Safety Training to 75 Vanpool groups**
  - Identify drivers that need refresher training by February 2018
  - Utilize the online driver refresher training program provided by WSTIP to train those drivers by year-end
- 4 In support of the Comprehensive Community Outreach Campaign, Vanpool staff will attend 10 community outreach events**
  - Will work with Marketing and include events such as Safety Expos, Job Fairs, and major employer meetings

# Vanpool

## 2018 Proposed Budget



Expense	2015 Actuals	2016 Actuals	2017 Budget	2018 Proposed Budget	2017 to 2018 Var %
Salaries & Wages	246,284	248,273	213,536	207,810	-2.7%
Employee Benefits	175,144	172,414	146,766	151,270	3.1%
<b>Total Labor</b>	<b>421,428</b>	<b>420,688</b>	<b>360,302</b>	<b>359,079</b>	<b>-0.3%</b>
Professional Services	314,232	308,272	429,619	330,499	-23.1%
Fuel & Lubricants	720,517	546,245	533,069	632,379	18.6%
Tires & Tubes	111,805	101,132	110,000	110,000	0.0%
Materials & Supplies	100,596	71,929	83,500	88,143	5.6%
Utilities	-	-	-	-	0.0%
Insurance & Liability	354,318	368,096	402,127	379,797	-5.6%
Purchased Transportation	1,240	-	-	-	0.0%
Rentals	15,894	13,184	14,800	14,800	0.0%
Miscellaneous	10,171	2,784	5,763	5,725	-0.7%
<b>Total Non-Labor</b>	<b>1,628,773</b>	<b>1,411,642</b>	<b>1,578,878</b>	<b>1,561,343</b>	<b>-1.1%</b>
<b>Total Operating Expenses</b>	<b>2,050,200</b>	<b>1,832,330</b>	<b>1,939,180</b>	<b>1,920,422</b>	<b>-1.0%</b>



## Planning/Service Development

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### 2017 Major Accomplishments

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- 1 Successfully implemented Comprehensive Service Plan Study (CSPS) recommended service changes on September 18, 2017, delayed only due to inclement weather earlier in the year
  - 2 Attended approximately 68 partner agency meetings in 2017
  - 3 Updated the Transit Development Plan (TDP) and Program of Projects (POP) as adopted by the Board in July 2017
  - 4 Conducted the 2017 National Transit Database Sampling
  - 5 Travel Training continues to expand, however staff was unable to implement ethic focused travel training
  - 6 Completed the following in efforts to launch a Vanpool marketing campaign:
    - Participated in two Safety Expo's and met with four employers to discuss vanpooling options for their employees
    - Aired 500+ Vanpool commercials on radio and television
    - Updated and created new Vanpool marketing materials (posters, flyers, videos, brochures, and etc.)
  - 7 Participated in 27 outreach events
  - 8 Recruited members for the Citizens Advisory Network, first meeting scheduled for November 13th
- 

### 2018 Goals

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- 1 Monitor CSP changes and present results to the Board
  - 2 Coordinate future growth and planning throughout the Tri-Cities
  - 3 Conduct a Title VI Demographic Analysis
  - 4 Implement Benchmarking Plan and Maintenance Plan for Automatic Passenger Counters (APC)
  - 5 Finalize Amenities Study Plan and begin installation of amenities along major corridors
  - 6 Comprehensive Community Outreach Campaign
  - 7 Develop a group Travel Training Program
- 

### 2018 Detailed Goals

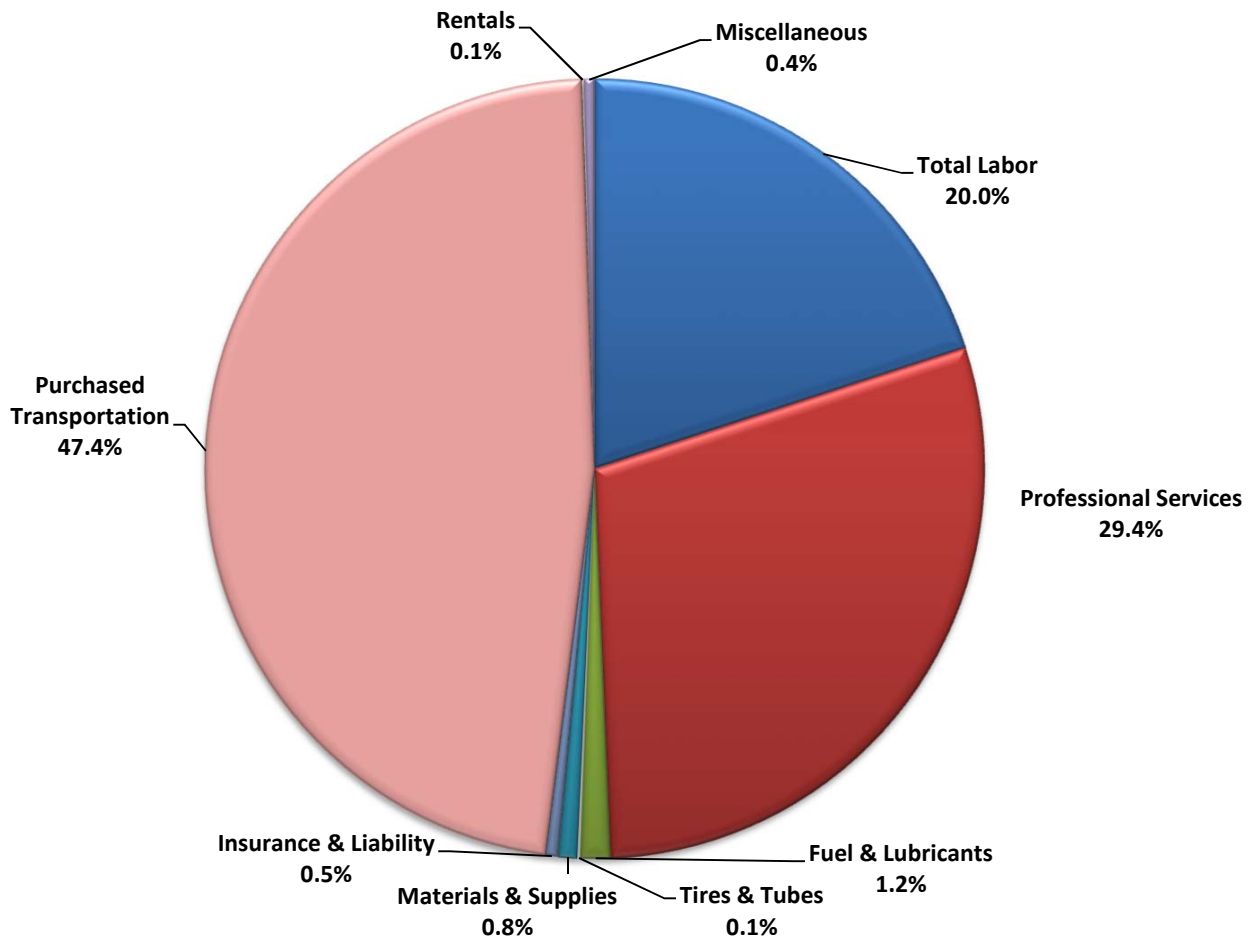
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- 1 **Monitor CSP changes and present results to the Board**  
Presentation to the Board of Directors by July 2018
- 2 **Coordinate future growth and planning throughout the Tri-Cities**  
Will attend a minimum of 48 partner agency meetings in 2018
 

City of Richland	Port of Benton
City of Kennewick	Port of Pasco
City of Pasco	Port of Kennewick
City of Prosser	City of Benton City
City of West Richland	Council of Governments
- 3 **Conduct a Title VI Demographic Analysis**  
Analyze current demographic data from most recent Census survey  
Thresholds identified in Title VI Federal guidance will determine additional languages to include in all translation materials  
Title VI Demographic Analysis will be completed by June 2018
- 4 **Implement Benchmarking Plan and Maintenance Plan for Automatic Passenger Counters (APC)**  
Create and monitor a Benchmarking Plan and Maintenance Plan for the APC technology recently implemented  
Perform year-long sampling of data collected to ensure automatic and manual counts are within an acceptable deviation  
Both plans will be implemented by the end of 2018
- 5 **Finalize Amenities Study Plan and begin installation of amenities along major corridors**  
Utilizing AECOM, will Develop Amenities Policy  
Plan will be developed to implement the policy along major corridors  
Implementation of the plan will happen by the end of 2018
- 6 **Comprehensive Community Outreach Campaign**  
Continue outreach to employers and popular destinations  
Targeted community marketing
- 7 **Develop a group Travel Training Program**  
Develop a training curriculum focused on large group training rather than individual training  
Anticipated training locations would be senior centers, schools, and community centers  
Will hold five training events by the end of 2018

# Planning / Service Development

## 2018 Proposed Budget



Expense	2015 Actuals	2016 Actuals	2017 Budget	2018 Proposed Budget	2017 to 2018 Var %
Salaries & Wages	516,440	549,953	645,652	658,747	2.0%
Employee Benefits	312,507	306,274	424,603	447,324	5.4%
<b>Total Labor</b>	<b>828,947</b>	<b>856,226</b>	<b>1,070,255</b>	<b>1,106,071</b>	<b>3.3%</b>
Professional Services	213,830	493,986	928,621	1,625,707	75.1%
Fuel & Lubricants	-	68,022	64,500	69,045	7.0%
Tires & Tubes	-	171	4,000	6,500	62.5%
Materials & Supplies	6,814	19,834	24,083	43,491	80.6%
Utilities	-	-	-	-	0.0%
Insurance & Liability	-	-	28,556	29,672	3.9%
Purchased Transportation	2,098,451	3,235,021	3,086,700	2,626,200	-14.9%
Rentals	780	1,597	3,000	5,000	66.7%
Miscellaneous	8,946	8,884	20,153	24,879	23.5%
<b>Total Non-Labor</b>	<b>2,328,821</b>	<b>3,827,516</b>	<b>4,159,613</b>	<b>4,430,494</b>	<b>6.5%</b>
<b>Total Operating Expenses</b>	<b>3,157,768</b>	<b>4,683,742</b>	<b>5,229,868</b>	<b>5,536,565</b>	<b>5.9%</b>

## Maintenance

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### 2017 Major Accomplishments

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- 1 No safety related accidents
  - 2 Completed cosmetic refresh of 22nd Ave and Knight St transit centers
  - 3 Completed curb and parking lines painting at main campus
  - 4 Demonstrated four alternative fuel vehicles
  - 5 Participated in the WSTA Transit Asset Management (TAM) Committee and completed preliminary assessment of vehicles
  - 6 Developed a training committee and initiated ongoing employee advancement training
  - 7 Focused bi-weekly payday meetings on synergy and other Covey habits
  - 8 Ensured vehicles were prepared and available for CSP implementation
  - 9 Revised the mechanic work schedule to meet the additional preventative maintenance needs due to CSP implementation
  - 10 Received and placed into service 44 vanpool vehicles
  - 11 Successfully completed union contract negotiations
- 

### 2018 Goals

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- 1 Zero safety related accidents in 2018
  - 2 Facilities rehabilitation and upgrades
  - 3 Test alternative fuel vehicles
  - 4 Implement required FTA Transit Asset Mgmt (TAM) Plan
  - 5 Continue the progress of the maintenance training program
- 

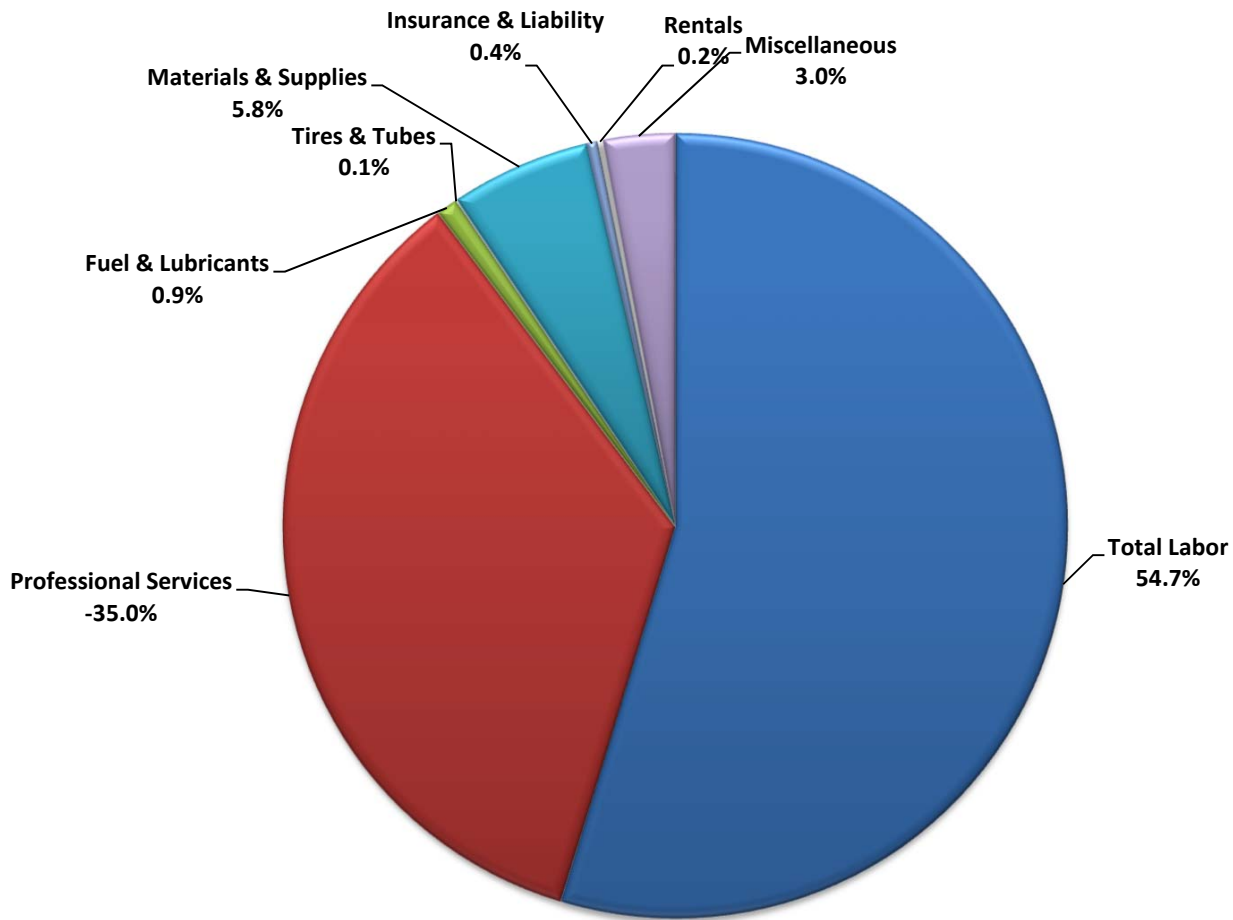
### 2018 Detailed Goals

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- 1 **Zero Safety Related Accidents in 2018**
  - Provide quarterly safety training
  - Daily supervision ensuring safe practices are followed, measured by internal violation reports
- 2 **Facilities rehabilitation and upgrades**
  - Complete stormwater bypass project by December 2018
  - Implement fluid management system by December 2018
  - Rehabilitate Knight St and 22nd Ave transit centers at 50% project completion by December 2018
  - Complete 50% Design on energy deficiency upgrades to the Operations Building by year-end
  - Repaint MOA facilities by September 2018
  - Conduct campus security survey by the end of the year
- 3 **Test alternative fuel vehicles**
  - Study current research and development of alternative fuel vehicles monthly
  - Evaluate FTA's alternative fuel requirements for 2019 by September 2018
  - Demo two fixed route major brand alternative fuel vehicles as well as two other alternative fuel vehicles
- 4 **Implement required FTA Transit Asset Mgmt (TAM) Plan**
  - Attend WSTA quarterly committee meetings to understand what other agencies are doing
  - Research webinars and TAM Guidebooks by March 2018
  - Complete Facilities Condition Assessment by September 2018
  - Implement and report TAM plan to the FTA by October 2018
- 5 **Continue to Develop the Maintenance Career Development training program**

# Maintenance

## 2018 Proposed Budget



Expense	2015 Actuals	2016 Actuals	2017 Budget	2018 Proposed Budget	2017 to 2018 Var %
Salaries & Wages	1,550,473	1,625,139	1,699,740	1,823,550	7.3%
Employee Benefits	1,017,247	1,044,404	1,210,751	1,357,380	12.1%
<b>Total Labor</b>	<b>2,567,720</b>	<b>2,669,543</b>	<b>2,910,491</b>	<b>3,180,929</b>	<b>9.3%</b>
Professional Services	(1,504,691)	(1,632,071)	(2,042,738)	(2,033,358)	-0.5%
Fuel & Lubricants	103,093	75,837	74,626	49,891	-33.1%
Tires & Tubes	8,121	3,919	7,000	4,000	-42.9%
Materials & Supplies	245,358	303,213	283,655	335,480	18.3%
Utilities	75,154	78,946	-	-	0.0%
Insurance & Liability	25,223	27,725	31,085	25,844	-16.9%
Purchased Transportation	-	-	-	-	0.0%
Rentals	1,211	2,264	3,000	13,600	353.3%
Miscellaneous	14,126	4,145	202,700	171,713	-15.3%
<b>Total Non-Labor</b>	<b>(1,032,404)</b>	<b>(1,136,023)</b>	<b>(1,440,672)</b>	<b>(1,432,830)</b>	<b>-0.5%</b>
<b>Total Operating Expenses</b>	<b>1,535,316</b>	<b>1,533,520</b>	<b>1,469,819</b>	<b>1,748,099</b>	<b>18.9%</b>

## Human Resources

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### 2017 Major Accomplishments

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- 1 Implemented market-based salary structure and compensation strategy
  - 2 Reviewed and updated BFT's job descriptions
  - 3 Implemented "Percentage of Premium" structure for non-represented employee group insurance
  - 4 Developed HR mission statement and implemented Covey habits at department meetings
  - 5 Settled and implemented three collective bargaining agreements
  - 6 Reviewed 2,500 applications filling 29 Coach Operators, 14 DAR Drivers, 10 support, 5 maintenance, and 2 management positions.
  - 7 Launched BFT LinkedIn company page
  - 8 Launched online Learning Management System (LMS) for compliance training of administrative staff
  - 9 Implemented pre-employment competency testing
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### 2018 Goals

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- 1 Implement succession planning program for non-represented employees
  - 2 Review and update personnel policies and procedures
  - 3 Develop Employee Handbook
  - 4 Implement online, competency-based Performance Appraisal System for non-represented employees
  - 5 Implement web-based employee onboarding system
  - 6 Implement leadership development training
- 

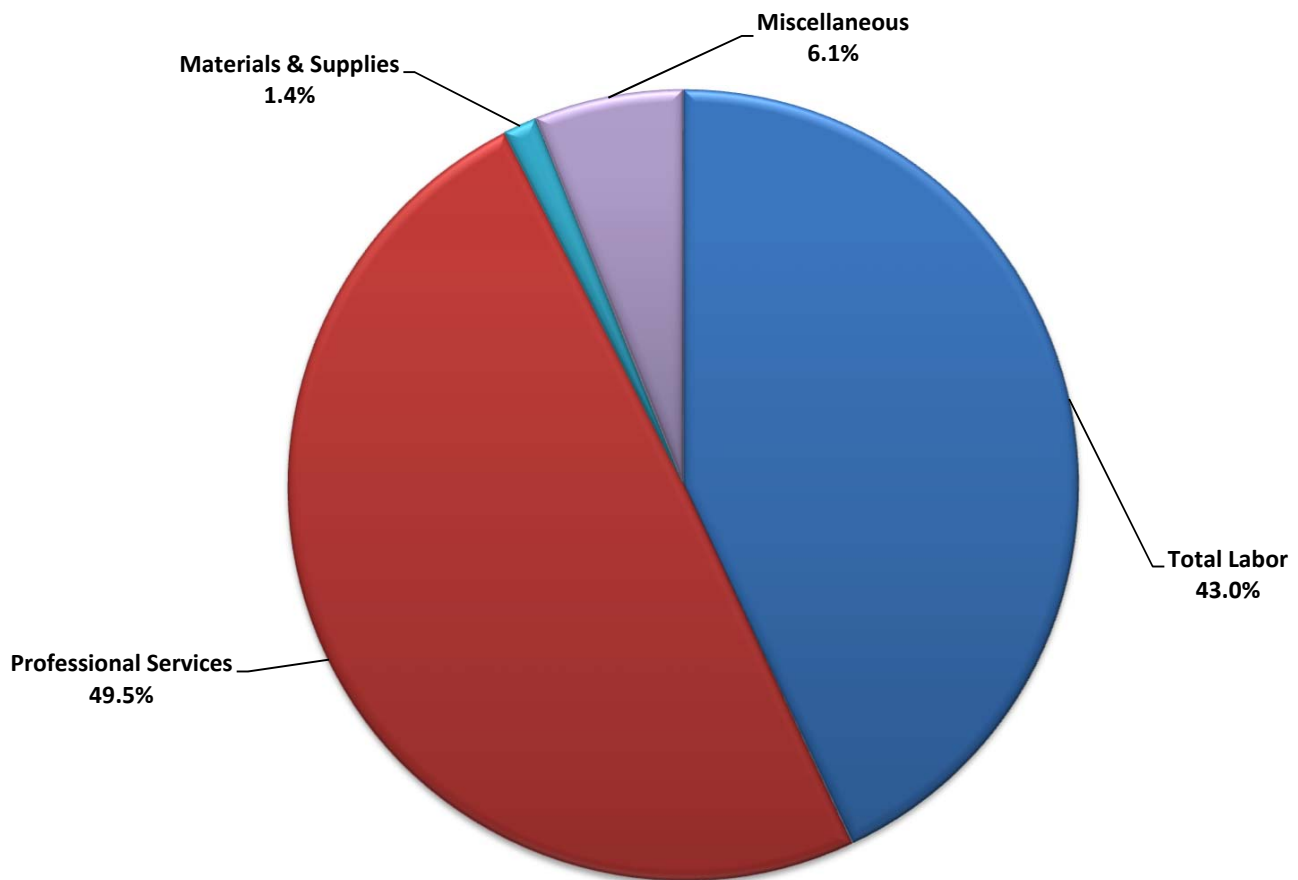
### 2018 Detailed Goals

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- 1 **Implement succession planning program for non-represented employees**
  - Update Agency Organizational chart - January 2018
  - Create departmental organizational charts - January 2018
  - Ranking staff ; identify High Performing staff - August 2018
  - Create Agency succession plan - November 2018
- 2 **Review and update personnel policies and procedures**
  - Review, revise, and create policies to bring current with practices by end of April 2018
  - Create policies for standard practices not currently defined by end of April 2018
  - Assure policies are approved by the Board by the end of October 2018
- 3 **Develop Employee Handbook**
  - Create an employee handbook to summarize policies that affect employees by end of May 2018
  - Review with Legal Counsel in July 2018
  - Issue to all employees and collect signature page in December 2018
- 4 **Implement online, competency-based Performance Appraisal System for non-represented employees**
  - Identify online tool; coordinate system capabilities - January 2018
  - Upload employee data; identify competencies - January 2018
  - Train managers and staff to use system - February 2018
- 5 **Implement web-based employee onboarding system**
  - Identify online tool; coordinate system capabilities - January 2018
  - Train HR staff to use system in February 2018
  - Develop all electronic forms and hard copy forms for HR purposes in June 2018
- 6 **Implement leadership development training**
  - Identify resource for Supervisory/Leadership Training in June 2018
  - Arrange for onsite delivery; ensure completion of training - December 2018

# Human Resources

## 2018 Proposed Budget



Expense	2015 Actuals	2016 Actuals	2017 Budget	2018 Proposed Budget	2017 to 2018 Var %
Salaries & Wages	327,403	247,216	323,937	419,118	29.4%
Employee Benefits	205,040	174,288	201,817	262,038	29.8%
<b>Total Labor</b>	<b>532,443</b>	<b>421,504</b>	<b>525,754</b>	<b>681,156</b>	<b>29.6%</b>
Professional Services	430,645	667,064	771,469	785,295	1.8%
Fuel & Lubricants	-	-	-	-	0.0%
Tires & Tubes	-	-	-	-	0.0%
Materials & Supplies	11,397	10,832	14,700	22,000	49.7%
Utilities	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	0.0%
Purchased Transportation	-	-	-	-	0.0%
Rentals	-	-	-	-	0.0%
Miscellaneous	49,000	37,201	87,680	96,765	10.4%
<b>Total Non-Labor</b>	<b>491,043</b>	<b>715,097</b>	<b>873,849</b>	<b>904,060</b>	<b>3.5%</b>
<b>Total Operating Expenses</b>	<b>1,023,486</b>	<b>1,136,601</b>	<b>1,399,603</b>	<b>1,585,216</b>	<b>13.3%</b>

## Administrative Services

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### 2017 Major Accomplishments

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- 1 Timely Financial Statement, Federal Grants, and NTD Audits as well as clean Federal Grants and NTD Audits
  - 2 Successfully managed a major bus technology implementation project from start to finish
  - 3 Launched a successful and seamless website update/upgrade on September 18, 2017
  - 4 Upgraded network switching system to a Cisco certified network in compliance with security best practices
  - 5 Implemented Cert and Ripple Software Modules in Dial-A-Ride
  - 6 Implemented on-line contractor registration and notification software system
  - 7 Provided over 120 ambassador hours at transit center platforms during CSP launch week
  - 8 Participated in a DBE public outreach "Meet the Buyer" event on April 6, 2017
  - 9 Set up 60 new employees in payroll system
  - 10 Developed Reserve Fund Policy adopted by the Board in July 2017
  - 11 Trained 123 employees on the 7 Habits of Highly Effective People (Covey)
  - 12 Consistently holding Covey moments every Friday
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### 2018 Goals

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- 1 Clean and timely Audits
  - 2 Address technology needs throughout BFT
  - 3 Continued system-wide software efficiencies
  - 4 Support major initiatives
  - 5 Meet BFT's annual DBE participation goal
  - 6 Continue to promote and practice Covey habits
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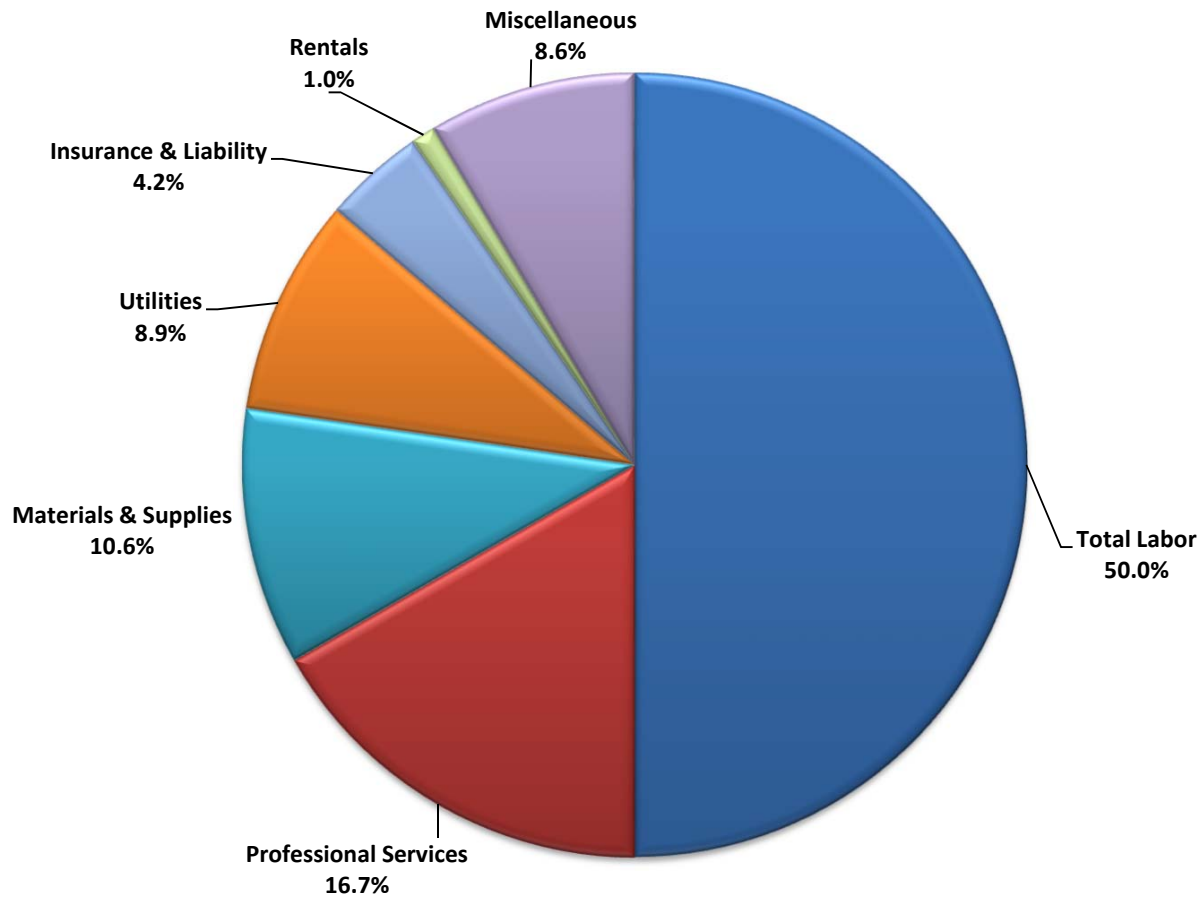
### 2018 Detailed Goals

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- 1 **Clean and Timely Audits**
- 2 **Address Technology Needs Throughout BFT**
  - Serve on and participate in Local, State, and National IT Committees
  - Retro fit a vehicle to create a Mobile Dispatching Unit by July 2018
  - Implement POS system by September 2018
  - Implement CCR system by November 2018
  - Complete Boardroom Updates Phase II (AV and Data) by the end of 2018
- 3 **Continued System-wide Software Efficiencies**
  - General Ledger restructure and staff training in January 2018
  - Update BFT's Travel Policy and Procedures by August 2018
  - Implement US Bank OneCard rebate program by December 2018
- 4 **Support Major Initiatives**
  - Support CAD AVL back office data management for analysis and route improvements
  - Provide cost analysis, feasibility data, procurement services and IT support for amenities study implementation
  - Develop records management policies and procedures by December 2018
  - Revise BFT's Program Management Plan for 5310 federal grant funding by the end of the year
- 5 **Meet BFT's annual DBE participation goal**
  - Actively seek out DBEs in our communities when letting projects
  - Participate in one DBE Community Outreach event during 2018
- 6 **Continue to promote and practice Covey habits**
  - Re-write Personal Mission Statements and Departmental Mission Statement twice (March and September)
  - Hold quarterly Admin Services department refresher training meetings

# Administrative Services

## 2018 Proposed Budget



Expense	2015 Actuals	2016 Actuals	2017 Budget	2018 Proposed Budget	2017 to 2018 Var %
Salaries & Wages	698,283	807,783	998,309	1,026,440	2.8%
Employee Benefits	396,843	431,361	592,283	638,464	7.8%
<b>Total Labor</b>	<b>1,095,126</b>	<b>1,239,144</b>	<b>1,590,592</b>	<b>1,664,904</b>	<b>4.7%</b>
Professional Services	408,842	652,899	535,100	556,500	4.0%
Fuel & Lubricants	-	-	-	-	0.0%
Tires & Tubes	-	-	-	-	0.0%
Materials & Supplies	189,436	175,736	245,066	352,950	44.0%
Utilities	126,117	135,253	348,600	298,000	-14.5%
Insurance & Liability	131,221	147,462	169,300	139,403	-17.7%
Purchased Transportation	-	-	-	-	0.0%
Rentals	4,800	13,518	35,000	33,000	-5.7%
Miscellaneous	183,557	124,149	191,321	285,103	49.0%
<b>Total Non-Labor</b>	<b>1,043,974</b>	<b>1,249,018</b>	<b>1,524,387</b>	<b>1,664,956</b>	<b>9.2%</b>
<b>Total Operating Expenses</b>	<b>2,139,100</b>	<b>2,488,162</b>	<b>3,114,979</b>	<b>3,329,860</b>	<b>6.9%</b>



**BEN FRANKLIN TRANSIT**

**RESOLUTION 65-2017**

**RESOLUTION ADOPTING THE FISCAL YEAR 2018 OPERATING & CAPITAL BUDGETS, APPROVING NEW CAPITAL PROJECTS, AND AUTHORIZING THE GENERAL MANAGER TO FILE ALL FY 2018 FEDERAL AND STATE GRANTS**

WHEREAS, the governing authority of Ben Franklin Transit is required by law to adopt a budget for FY 2018 prior to incurring expenses in FY 2018; and

WHEREAS, the Board was presented the preliminary budget on November 9, 2017 and was subsequently open to public review and comment; and

WHEREAS, staff has considered Board and public comments; and

WHEREAS, Exhibit A, Table I (Operating) and Table II (Capital) attached to this resolution show a detailed breakdown of the budget proposals discussed.

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

THAT, Table I FY 2018 Operating Budget and Table II FY 2018 Capital Budget (which are attached to this Resolution as Exhibit A and incorporated herein by reference) are hereby adopted by Ben Franklin Transit effective January 1, 2018; and

THAT, the proposed Capital Projects as outlined in Exhibit B, Capital Projects Details; and

THAT, the Board hereby authorizes the General Manager to file the FY 2018 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 14, 2017, at 1000 Columbia Park Trail, Richland, Washington

ATTEST:



Amanda Para, Interim Clerk of the Board



Matt Watkins, Chairman

APPROVED AS TO FORM BY:



Patrick T. Roach, Legal Counsel

<b>Table I</b>				
<b>Enterprise Fund 2018 Budget (\$)</b>				
	<b>Total</b>	<b>Operating</b>	<b>Capital</b>	<b>Reserves</b>
<b>Revenues</b>				
<b>Local</b>				
Fares	3,368,135	3,368,135		
Contracted Services	230,600	230,600		
Sales Tax	34,866,317	31,540,710	3,325,607	-
Other	803,000	803,000		
Non-Fleet Capital Reserves	2,351,953		2,351,953	
<b>State</b>				
Special Needs	1,505,712	1,313,812	191,900	
<b>Federal</b>				
FFY 2016 5307/5340 Formula	842,080		842,080	
FFY 2017 5307/5340 Formula	6,707,844	2,801,398	3,906,446	
FFY 2017 5310 Mobility/Disabilities	-			
FFY 2017 5339 Bus/Facilities Formula	722,914		722,914	
<b>Total Revenues</b>	<b>51,398,555</b>	<b>40,057,655</b>	<b>11,340,900</b>	<b>-</b>
<b>Operating Expenditures</b>				
Bus Operations	14,558,061	14,558,061		
Dial A Ride	10,707,415	10,707,415		
General Demand	672,017	672,017		
Vanpool	1,920,422	1,920,422		
Maintenance	1,748,099	1,748,099		
Human Resources	1,585,216	1,585,216		
General Administration	3,329,860	3,329,860		
Service Development	5,536,565	5,536,565		
<b>Total Operating Expenditures</b>	<b>40,057,655</b>	<b>40,057,655</b>	<b>-</b>	<b>-</b>

<b>Table II</b>				
	<b>Local</b>	<b>State</b>	<b>Federal</b>	<b>Total</b>
Fleet Program	1,217,340	191,900	4,629,360	6,038,600
Facilities Program	3,975,520	-	842,080	4,817,600
Equipment Program	201,700	-	-	201,700
Transit Technologies Program	133,000	-	-	133,000
Safety & Security Program	-	-	-	-
Planning Program	-	-	-	-
Other Program	150,000	-	-	150,000
Contingency	-	-	-	-
<b>Total Capital Projects</b>	<b>5,677,560</b>	<b>191,900</b>	<b>5,471,440</b>	<b>11,340,900</b>

2018 Capital Budget - Details Funding Sources				
Source	Local	State	Federal	Total
Local	\$ 5,677,560	\$ -	\$ -	\$ 5,677,560
Sales Tax	3,325,607	-	-	3,325,607
Reserves	2,351,953	-	-	2,351,953
State	-	191,900	-	191,900
Special Needs Funding	-	191,900	-	191,900
Federal	-	-	5,471,440	5,471,440
FFY 2016 5307/5340 Formula			842,080	842,080
FFY 2017 5307/5340 Formula			3,906,446	3,906,446
FFY 2017 5310 Mobility/Disabilities			-	-
FFY 2017 5339 Bus/Facilities Formula			722,914	722,914
<b>Total</b>	<b>\$ 5,677,560</b>	<b>\$ 191,900</b>	<b>\$ 5,471,440</b>	<b>\$ 11,340,900</b>

2018 Capital Budget - Details Project Details				
Capital Project	Local	State	Federal	Total
Fleet Program	\$ 1,217,340	\$ 191,900	\$ 4,629,360	\$ 6,038,600
Fixed Route - 8	965,440	-	3,861,760	4,827,200
Dial-A-Ride - 12	191,900	191,900	767,600	1,151,400
Non-Revenue Service Vehicles - 1	60,000	-	-	60,000
Facilities Program	3,975,520	-	842,080	4,817,600
Facility Condition Assessment/Program	325,000	-	-	325,000
Maintenance Facility Upgrades	117,000	-	208,000	325,000
MOA Offices Build Outs	75,000	-	-	75,000
MOA Water Diversion	150,000	-	-	150,000
Operations Building Renovations	58,520	-	234,080	292,600
Passenger Amenities	3,150,000	-	-	3,150,000
Safety & Security Plan/Equipment	100,000	-	400,000	500,000
Equipment Program	201,700	-	-	201,700
Retrofitting Vehicle for Mobile Dispatching	15,000	-	-	15,000
Snow Plow	6,700	-	-	6,700
Tractor	60,000	-	-	60,000
Trailer	20,000	-	-	20,000
UTV Replacement	100,000	-	-	100,000
Transit Technologies Program	133,000	-	-	133,000
Customer Comment Record Replacement	50,000	-	-	50,000
Vanpool Software	83,000	-	-	83,000
Contingency	150,000	-	-	150,000
Capital Contingency	150,000	-	-	150,000
<b>Total</b>	<b>\$ 5,677,560</b>	<b>\$ 191,900</b>	<b>\$ 5,471,440</b>	<b>\$ 11,340,900</b>

# Capital Projects Details

## Open and New Projects

Budget Yr.	Project#	Project Description	QTY	Total Project Budget	LTD Expenses as of 9/30/2017	2018 Project Budget	Remaining Project Budget
<b>Fleet Program</b>							
2016	FLT0007	DAR	10	991,087	-		991,087
2016	FLT0007	DAR - 5310 Funds	6	584,117	-		584,117
2016	FLT0008	BUS	13	6,389,500	756		6,388,745
2016	FLT0009	VAN 15 Passenger	35	1,204,000	1,171,071		32,929
2017	FLT0010	BUS	6	3,021,000	-		3,021,000
2017	FLT0011	VAN	32	1,073,600	300,952		772,648
2017	FLT0012	DAR - State Funding Up To	20	2,000,000	-		2,000,000
2017	FLT0013	VAN - Reinvestment of Insurance/Auction Proceeds	1	38,802	-		38,802
2017	FLT0014	DAR - Reinvestment of Insurance/Auction Proceeds	1	101,404	-		101,404
2018	FLT0015	BUS	8	4,827,200	-	4,827,200	4,827,200
2018	FLT0016	DAR	12	1,151,400	-	1,151,400	1,151,400
2018	FLT0017	NON-REVENUE Service Vehicles	1	60,000	-	60,000	60,000
<b>Facilities Program</b>							
2014	FAC0002	Maint Facility Upgrade Hoist, Auto Fluid Disp, DEF, Maint Bays Upgrade,		538,235	111,614	325,000	426,621
2014	FAC0003						
2014	FAC0009	Transit Centers - Renovation 22nd & Knight		1,289,721	98,940		1,190,781
2014	FAC0007	Transit Centers - Renovation 3 Rivers		272,212	6,596		265,617
2014	FAC0004	Bus Stop Upgrades Pads/Benches/Shelters/Art/Communications		101,240	103,937		(2,697)
2015	FAC0005	MOA Offices Build Outs		190,000	49,211	75,000	140,789
2017	FAC0014	MOA Water Diversion		300,000	22,914	150,000	277,086
2017	FAC0015	Passenger Amenities Improvements/Construction		3,591,926	-	3,150,000	3,591,926
2017	FAC0016	Security Plan (consulting, campus imp., equipment)		625,000	-	500,000	625,000
2017	FAC0017	Operations Building Renovations		1,363,600	-	292,600	1,363,600
2018	FAC0018	Facility Condition Assessment/Program		325,000	-	325,000	325,000
<b>Equipment Program</b>							
2018	EQP0008	Snow Plow	1	6,700	-	6,700	6,700
2018	EQP0009	Tractor	1	60,000	-	60,000	60,000
2018	EQP0010	Trailer	1	20,000	-	20,000	20,000
2018	EQP0011	Gator/UTV Replacement	3	100,000	-	100,000	100,000
2018	EQP0012	Mobile Dispatch Retrofit/Equipment	1	15,000	-	15,000	15,000
<b>Transit Technologies Program</b>							
2017	TEC0004	ADP Software - Trapeze Cert. Module		123,500	104,668		18,832
2017	TEC0004	ADP Software - Trapeze IVR System (Ripple)		122,500	106,427		16,073
2017	TEC0005	Onboard Integrated Technology System		3,018,826	745,104		2,273,722
2017	TEC0006	ADP Software - Vanpool Application		233,000	-	83,000	233,000
2017	TEC0007	Replace Existing Switching Network w/Cisco		150,000	97,810		52,190
2017	TEC0008	Point of Sale System		50,000	-		50,000
2018	TEC0009	Customer Comment Record (CCR) Replacement	1	50,000	-	50,000	50,000
<b>Planning</b>							
2015	PLN0002	Passenger Amenities Study		125,000	2,552		122,449
<b>Other Program</b>							
2015	OTH0001	ERMS Needs Analysis/Project Scoping		75,000	-		75,000
<b>Contingency</b>							
2018		For unforeseen items meeting the Capital Project definition		150,000	-	150,000	150,000
		<b>TOTAL:</b>		<b>34,338,570</b>	<b>2,922,550</b>	<b>11,340,900</b>	<b>31,416,019</b>
		New Project Needing Board Approval					
		<sup>1)</sup> Red lettering indicates program changes (closeout, funding request, etc.)					

# Capital Projects Details

## Completed Projects

Budget Yr.	Project#	Project Description	QTY	Total Project Budget	LTD Expenses as of 9/30/2017	2018 Project Budget	Remaining Project Budget
<b>Fleet Program</b>							
2013	FLT0001	BUS Contract 907A (2) & 919 (4)	6	2,597,191	2,597,191		-
2013	FLT0002	DAR-Contract 916	44	3,640,735	3,641,519		(784)
2013	FLT0003	VAN-Contract 932	35	979,944	979,944		-
2014	FLT0004	VAN-Contract 943 (24) (6)	30	695,270	695,270		-
2014	FLT0005	BUS-Contract 945 (7) & 957 (3 Trolleys)	10	4,857,785	4,841,628		16,157
2015	FLT0006	NON-REVENUE Service Vehicles	5	125,000	123,802		1,198
<b>Equipment Program</b>							
2014	EQP0001	BUS Radio Retro Fit (61 Retro Fit)		120,000	99,937		20,063
2014	EQP0002	DAR Radio Retro Fit		60,000	61,988		(1,988)
2014	EQP0003	BUS/DAR Camera Upgrade		22,600	13,420		9,180
2014	EQP0004	DAR MDTs (53)		178,174	169,028		9,146
2016	EQP0005	Portable Steam Cleaner		20,000	15,141		4,859
2016	EQP0006	BUS Camera Retro Fit (28)		102,652	102,652		(0)
<b>Facilities Program</b>							
2014	FAC0001	Tulip Lane PNR		862,247	864,836		(2,589)
2014	FAC0001	Tulip Lane East Bus Pull-Out		87,371	83,677		3,694
2016	FAC0013	CAT 6 Cabling/Wiring of Maintenance Facility		35,292	35,292		0
<b>Transit Technologies Program</b>							
2014	TEC0001	Data Collection - APC, GPC, Fare Collection		-	-		-
2014	TEC0002	DAR / Bus Phone Upgrade		76,600	68,674		7,926
2015	TEC0003	MOA Security		5,350	5,350		(0)
		New Project Needing Board Approval					
		<sup>1)</sup> Red lettering indicates program changes (closeout, funding request, etc.)					