

**BEN FRANKLIN TRANSIT**

**RESOLUTION 78-2019**

**RESOLUTION TO ADOPT THE 2020 CAPITAL IMPROVEMENT PLAN, ADOPTING THE FISCAL YEAR 2019 OPERATING & CAPITAL BUDGETS, AND AUTHORIZING THE GENERAL MANAGER TO FILE ALL FY 2020 FEDERAL AND STATE GRANTS**

WHEREAS, the governing authority of Ben Franklin Transit is required by law to adopt a budget for FY 2020 prior to incurring expenses in FY 2020; and

WHEREAS, the Board was presented the preliminary budget on October 10, 2019 and was subsequently open to public review and comment; and

WHEREAS, staff has considered Board and public comments; and

WHEREAS, A detailed breakdown of the operating and capital budget proposals are 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 in the Capital Improvement Plan (Exhibit A and incorporated herein by reference); and

THAT, the Board hereby adopts the FY 2020 Operating and Capital Budget (Exhibit B and incorporated herein by reference) for Ben Franklin Transit effective January 1, 2020; and

THAT, the Board hereby authorizes the General Manager to file the FY 2020 Federal and State grants in an amount not to exceed BFT's apportionment sufficient to claim all available current and prior year funds available for BFT.

APPROVED AT A REGULAR BEN FRANKLIN TRANSIT BOARD OF DIRECTORS meeting held Thursday, November 14, 2019, 1000 Columbia Park Trail, Richland, Washington.

ATTEST:

  
Pam Loa, Clerk of the Board

  
Matt Watkins, Chairman

APPROVED AS TO FORM BY:

  
Patrick T. Roach, Legal Counsel

# **Memorandum**

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Date: November 14, 2019

To: Gloria Boyce, General Manager

From: Paul Genack, CPA, Financial Services Manager

RE: **Resolution 78-2019 – Adopt the FY 2020 Operating and Capital Budgets and Authorize the General manager to file all FY 2020 Federal and State Grants**

## **Background**

The Ben Franklin Transit (BFT) Board of Directors met on October 10, 2019 at 4:30 PM in a Special Budget Meeting to discuss the 2020 proposed operating and capital budget for BFT. At the Regular Board meeting that followed, the Board authorized the release of the proposed Fiscal Year 2020 Operating and Capital Budget for a public review and comment period. To date, BFT has not received any public comments.

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

### **Operating**

1. \$278,000 increase in labor as a result of reclassifications and fine tuning the labor model

The net effect of these changes on the 2020 Operating Budget is an overall increase of **\$278,000**.

### **Capital**

1. \$35,000 increase as a result of a quantity increase of two OPS supervisor vehicles

The net effect of these changes on the 2020 Capital Budget is an overall increase of **\$35,000**.

### **Funding Source**

1. Due to the anticipated passing of Initiative 976, the planned funding source for planned capital projects beginning in 2020 have been realigned as detailed in the table below.

Revenues	Operating	Capital	Total
<b>State</b>			
Special Needs	(2,803,161)	-	(2,803,161)
Vanpool Investment Program	-	(858,000)	(858,000)
<b>Total State</b>	<b>(2,803,161)</b>	<b>(858,000)</b>	<b>(3,661,161)</b>
<b>Federal</b>			
FFY 2019 5307 Formula	2,492,921	-	2,492,921
<b>Total Federal</b>	<b>2,492,921</b>	<b>-</b>	<b>2,492,921</b>
<b>Local</b>			
Sales Tax	310,240	(310,240)	-
Local Reserve Funds	-	1,168,240	1,168,240
<b>Total Local</b>	<b>310,240</b>	<b>858,000</b>	<b>1,168,240</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The proposed Fiscal Year 2020 Operating Budget of **\$44,439,800** and Capital Budget of **\$5,287,800** as presented are funded with 2020 Operating Revenues, Federal/State Awards and Reserves (See Attached).

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 2020 goals and major initiatives which are further developed with measurable outcomes at the department and employee level.

#### **2020 Goals and Major Initiatives**

- Safety First (Fleet / Service)
- Ridership Growth
- Strategic Planning
- Implementation of Operational Technology
- Agency Modernization
- Alternative Fuels
- Labor Relations
- Board Governance & Agency Performance

#### **Significant Contractual / Compliance Activities**

**Collective Bargaining Agreement (CBA)** negotiations are ongoing for our existing three CBAs as well as our two newly certified bargaining units. This budget does not include any increases in wages or benefits that may eventually emerge as a result of contract negotiations.

As a recipient of Federal 5307 Urbanized Area Formula Program funds, BFT is required to participate in a program audit every three years. The **Triennial Review** was conducted in the 3<sup>rd</sup> quarter of 2019. The review examined BFT's performance and adherence to FTA policies and administrative requirements and is expected to be finalized by November 2019. However, there are no expected financial impacts to the 2020 budget.

#### **Budget Assumptions**

##### ***Service Levels & Ridership Assumptions***

1. **Service** levels are budgeted to support the improved route system as redesigned and implemented in 2019. Increases are budgeted to complete the evaluation processes associated with permanent routes 65 Pasco - Tierra Vida; 68 Pasco – Argent; as well as extended service hours and low service day changes. Via Transportation, Inc. (Via) is expected to implement contracted services in 2020.

	Revenue Miles			Revenue Hours		
	2019 Forecast	2020 Proposed	Var %	2019 Forecast	2020 Proposed	Var %
<b>Fixed Route</b>	2,758,589	2,974,416	7.82%	176,110	189,309	7.49%
<b>Dial-A-Ride</b>	2,015,475	2,015,475	0.00%	132,007	132,007	0.00%
<b>Vanpool</b>	3,430,229	3,447,380	0.50%	83,244	83,660	0.50%
<b>General Demand</b>	106,747	106,747	0.00%	4,667	4,667	0.00%
<b>Contracted Services:</b>						
<i>ARC</i>	233,736	233,736	0.00%	14,614	14,614	0.00%
<i>Via</i>	-	1,161,264	100.00%	-	40,000	100.00%
<b>Total Miles/Hours</b>	<b>8,544,776</b>	<b>9,939,018</b>	<b>16.32%</b>	<b>410,642</b>	<b>464,257</b>	<b>13.06%</b>

2. **Ridership** is budgeted with increases over Fiscal Year 2019 by 5.0%. We continue to evaluate ridership activities and trends following the route system redesign and implementation in 2019. Via is expected to implement contracted services in 2020.

	2019 Forecast	2020 Proposed	Var %
<b>Fixed Route</b>	2,072,000	2,134,200	3.00%
<b>Dial-A-Ride</b>	300,152	303,200	1.02%
<b>Vanpool</b>	661,073	664,378	0.50%
<b>General Demand</b>	22,876	22,876	0.00%
<b>Contracted Services:</b>			
<i>ARC</i>	80,648	80,648	0.00%
<i>Via</i>	-	90,000	100.00%
<b>Total Boardings</b>	<b>3,136,749</b>	<b>3,295,302</b>	<b>5.05%</b>

### *Revenue Assumptions*

3. **Fare** revenues are expected to increase 1.4% as compared to the 2019 forecast. The 2020 proposed budget amount is \$3.1M.
4. **Contracted Services Revenue** includes ARC services and Via and is projected to be \$339K.
5. **Sales Tax Revenue** is projected at \$38.0M, a 2.0% increase from the 2019 forecast of \$37.3M. The increase in sales tax revenue reflects consistent economic growth over the last six years. Economic growth is due in part to continued construction and growth in the hotel, education, medical and housing markets and is in line with regional economic growth forecasts. Sales tax revenues are programmed to fund operating activities in 2020.
6. **Miscellaneous Revenue** is projected at \$800K and is comprised of interest income and proceeds from the sale of surplus assets of \$750K and \$50K, respectively.
7. **State Grants** are budgeted in the amount of \$2.8M under Special Needs and \$858K under the Vanpool

Investment Program.

8. **Federal Grants** are budgeted in the amount of \$4.8M and include 5307. These funds will be used for operations. An additional \$1.6M is held in reserve for future programmed capital projects.

### *Work Force Assumptions*

9. **Work Force:** This budget requests an increase to approved headcount by 16 FTE for the areas detailed in the table below.

Department	Operator	SW & Maint	Supervisor	Admin	2019 Total EE	2020 Request	2020 Total EE	2020 EE by Hours
Fixed Operations	135.00	-	6.50	5.00	146.50	1.00	147.50	148.13
Dial-A-Ride	97.00	-	6.00	15.00	118.00	-	118.00	116.60
General Demand	3.00	-	0.50		3.50	-	3.50	3.58
Vanpool	-	-	1.00	3.00	4.00	-	4.00	4.07
Maintenance	-	32.00	4.00	2.00	38.00	-	38.00	39.13
Human Resources	-	-	3.00	3.00	6.00	1.00	7.00	7.32
Safety & Training	-	-	2.00	3.00	5.00	2.00	7.00	7.00
Executive / Administrative Services	-	-	5.00	11.00	16.00	3.00	19.00	17.71
Marketing / Customer Service	-	-	1.00	7.00	8.00	6.00	14.00	14.03
Planning / Service Dev	-	-	1.00	4.00	5.00	3.00	8.00	8.05
<b>Total</b>	<b>235.0</b>	<b>32.0</b>	<b>30.0</b>	<b>53.0</b>	<b>350.0</b>	<b>16.0</b>	<b>366.0</b>	<b>365.6</b>

10. **Salaries & Wages** amounts have been prepared with considerations for normal step progression through the salary scale for both represented and non-represented employees but does not include any other wage and/or benefit increases that might be collectively bargained.
11. **Employee Benefits**
- a. **Health Insurance:** This budget includes an increase commensurate with the proposed increased in headcount as detailed above. Published rates for non-represented employees have not been published for 2020 and rate adjustments for employees represented by a (CBA) have not been finalized as of the date of this memo.
  - b. **Employer PERS** contribution rate remains at 12.83% of total earnings for 2020.
12. **Fuel & Lubricants** costs are projected to increase 17.0% in 2020 as compared to the 2019 forecast due to estimated mileage increases related to our recent extended service hours.

	Base Miles	Avg MPG	Gals Needed	Rate/gal	Est Cost
<b>Fixed Rte</b>	3,376,646	5.00	675,329.18	2.73	\$ 1,840,900
<b>General Demand</b>	167,036	9.00	18,559.56	2.22	41,100
<b>DAR</b>	2,294,380	8.00	286,797.50	2.22	635,500
<b>VP</b>	3,654,556	15.50	235,777.81	2.22	522,500
<b>Non-Rev</b>	281,796	16.79	16,783.57	2.22	37,200
<b>Community Van</b>	10,118	15.50	652.77	2.22	1,400
<b>ARC</b>	344,341	8.00	43,042.56	2.22	95,400
	<b>10,128,872</b>		<b>1,276,942.95</b>	<b>2.29</b>	<b>\$ 3,174,000</b>

13. **Tires & Tubes** costs are projected to remain relatively constant as compared to 2019. BFT entered a new supplier agreement beginning in 2020 where the per mile charge is less than in 2019.
14. **Liability Insurance** cost increases are budgeted at a conservative 19.7% increase over the 2019 forecast and is pending further information from WSTIP. The base rate is subject to increases based on (1) claims paid, (2) experience factors of those in the pool and (3) progress towards meeting the WSTIP strategic commitment to attain a \$5.0M pool self-insurance retention by 2023.
15. **Rental** costs are budgeted to increase 2.5% in 2020 as compared to 2019.
16. **Miscellaneous** costs are budgeted to remain relatively consistent in 2020 as compared to the 2019 forecast and an increase of 3.1% when compared to the 2019 budget.

### *Department Activities / Impacts*

17. **Fixed Route Operation** costs are budgeted to increase 7.5% or \$1.1M over the 2019 forecast and 10.6% over the 2019 budget due in part to continued labor and benefit costs associated with increases in compensation and benefits, fuel costs, improving operational technology and a full year of extended service. Revenue miles are budgeted at 2.97M; revenue hours at 189K; boardings at 2.13M. This represents a 7.8%, 7.5% and 3% increase, respectively, over the 2019 forecast.
18. **Dial-A-Ride Operation** costs are budgeted to increase 8.0% or \$857K over the 2019 forecast and 9.2% over the 2019 budget due to increases in compensation and benefits, fuel costs, cost associated with improving operational technology and a full year of extended service. Revenue miles are budgeted at 2,015,475; revenue hours at 132,007; boardings at 303,200.
19. **General Demand** costs are budgeted to decrease (1.6%) or (\$8.5K) under the 2019 forecast and (6.0%) under the 2019 budget driven by decreased labor costs with a reduction of headcount in this mode. Revenue miles are budgeted at 106,747; revenue hours at 4,667; boardings at 22,876. Boarding represent a 1% increase over 2019 forecast and flat in revenue miles and hours.
20. **Vanpool Operation** costs are budgeted to increase 4.4% or \$85.7K over the 2019 forecast and 4.1% over the 2019 budget due to increases in compensation and benefits and fuel and maintenance costs. Revenue miles are budgeted at 3,447,380; revenue hours at 83,660; boardings at 664,378.
21. **Maintenance Department** costs are budgeted to increase 18.0% or \$316K over the 2019 forecast and

12.9% over the 2019 budget due to labor and benefit costs and two additional headcount added in mid-2019.

22. **Human Resource/Labor Relations** costs are budgeted to increase 16.9% or \$222K over the 2019 forecast costs associated with the completion of the comprehensive employee program redesign, development of employee policies and handbook; organizational design and improved training and staff development attributed to the increase over forecast.
23. **Safety and Training** costs are budgeted to increase 11.3% or \$83.7K primarily driven by training software and materials costs.
24. **Executive / Administrative Services** costs are budgeted to increase 40.1% or \$1.1M over the 2019 forecast and 20.3% over the 2019 budget due to expected filled vacancies and three new positions; one in the Executive Office and two in Administrative Services.
25. **Planning / Service Development** costs are budgeted to increase 116.7% or \$2.5M over the 2019 forecast and increase of 24.8% over the 2019 budget due primarily to newly implemented purchased transportation (Via), software applications and three new positions.
26. **Marketing** costs are budgeted to increase 47.7% or \$557K over the 2019 forecast driven primarily by increased labor costs with additional customer service positions (6) and marketing materials.

## ***Capital Budget***

27. The **Capital Improvement Plan (CIP)** for 2020 – 2025 was presented and approved by the Board of Directors May 6, 2019 with projects totaling \$110,653,351 with a revision of \$1,100,000 for DAR fleet needs on August 8, 2019. Since August: three projects have updated costs; two new projects have been identified; two projects are completed.

### *Existing Project Revisions*

FLT0022 – (2019) Non-Revenue: Service Truck – Decrease from \$61,800 to \$0 based on revised fleet needs.

EQP0013 – Bus Equipment - Increase from \$192,000 to \$442,000 to allow for proper accounting of component replacements such as engines.

EQP0015 – Garbage/Compactor Truck – Increase from \$97,000 to \$158,800 based on revised scope and cost.

FLT0026 – (2020) Non-Revenue: OPS Supervisor Vehicles – Increased the quantity from 8 to 10 vehicles and the amount from \$360,000 to \$395,000 based on revised scope and cost.

### *New Project Approvals*

FAC0027 – Land Acquisition totaling \$1,000,000 to acquire property as needed based on campus and



system needs.

TEC0017 – IT Related Projects –TBEST Planning Software totaling \$90,000 for costs relating to the implementation.

Transit Boardings Estimation and Simulation Tool (TBEST) is a software platform published by the Florida Department of Transportation's Public Transportation Division designed to aid in route planning, ridership estimation, and standard reporting (e.g. Title VI). The software is distributed as freeware, but the complexity of implementation requires technical support for local data integration (including reconciling Washington property tax and parcel records to the Florida input format used by the software), as well as overall integration with ArcGIS.

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

Approved Capital Improvement Plan as of 11-14-19		110,821,851
Updated		
FLT0022	(2019) Non-Revenue: Service Truck	(61,800)
FLT0026	(2020) Non-Revenue: OPS Supervisor Vehicles	35,000
EQP0013	Bus Equipment	250,000
EQP0015	Garbage/Compactor Truck	61,800
New		
FAC0027	Land Acquisition	1,000,000
TEC0017	IT Related Projects - TBEST Planning Software	90,000
Updated Capital Improvement Plan as of 11-14-19		112,196,851

28. **Capital Budget** authority is requested in the amount of \$5,287,800 as noted in Exhibits A & B.

### **Recommendation**

Staff recommends the Board Approve Resolution XX-2019 and accept, as updated, the Capital Projects as outlined in the Capital Improvement Plan and as presented in Exhibit A. Staff recommends the Board adopt the Fiscal Year 2020 Operating and Capital Budgets as summarized in Exhibit B to be effective for BFT January 1, 2020. Staff also recommends the Board delegate authority to the General Manager to file the Fiscal Year 2020 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



2020

Operating & Capital Budget  
Summary

## 2019 Budget Forecast as of August 31, 2019

	Budget	August	Forecast	Variance	Var %
<b>Revenues (Local)</b>					
Fares - Direct Operations	3,513,000	2,041,200	3,061,800	(451,200)	-12.8%
Fares - Contracted Services	327,000	2,900	4,500	(322,500)	-98.6%
Sales Tax	36,950,000	24,883,300	37,324,900	374,900	1.0%
Other	950,000	715,100	1,072,700	122,700	12.9%
<b>Revenues (State)</b>					
Consolidated Grant Program/VIP Funds	1,512,000	1,374,800	1,878,800	366,800	24.3%
<b>Revenues (Federal)</b>					
Formula Funds	6,515,400	4,343,600	6,515,400	-	0.0%
<b>Total Revenues</b>	<b>49,767,400</b>	<b>33,360,900</b>	<b>49,858,100</b>	<b>90,700</b>	<b>0.2%</b>
<b>Operating Expenditures</b>					
<b>Directly Operated Transportation</b>					
Bus	14,784,800	10,226,900	14,556,800	(228,000)	-1.5%
Dial-A-Ride	10,559,000	7,486,900	10,668,800	109,800	1.0%
Prosser	559,900	374,100	534,700	(25,200)	-4.5%
Vanpool	1,970,300	1,356,900	1,965,400	(4,900)	-0.2%
Maintenance	1,836,400	1,324,000	1,757,300	(79,100)	-4.3%
<b>Purchased Transportation</b>					
Paratransit ARC	1,416,000	971,200	1,429,800	13,800	1.0%
Paratransit Taxi	231,000	-	-	(231,000)	-100.0%
Night Service	579,400	-	-	(579,400)	-100.0%
Taxi Feeder Service	312,000	-	-	(312,000)	-100.0%
Sunday Service	338,000	-	-	(338,000)	-100.0%
Vanpool Guaranteed Ride Home	1,300	-	-	(1,300)	-100.0%
<b>General Administration</b>					
Human Resources	1,343,600	901,200	1,309,600	(34,000)	-2.5%
Safety / Training	610,400	502,400	743,100	132,700	21.7%
Executive / Administrative Services	3,222,800	1,829,000	2,760,800	(462,000)	-14.3%
Marketing / Customer Service	1,455,700	756,800	1,167,400	(288,300)	-19.8%
Planning / Service Development	857,200	507,100	721,400	(135,800)	-15.8%
<b>Total Operating Expenditures</b>	<b>40,077,800</b>	<b>26,236,500</b>	<b>37,615,100</b>	<b>(2,462,700)</b>	<b>-6.1%</b>
<b>Capital Expenditures</b>					
Capital Projects	22,015,066	907,000	22,015,066	-	0.0%
<b>Total Capital Expenditures</b>	<b>22,015,066</b>	<b>907,000</b>	<b>22,015,066</b>	<b>-</b>	<b>0.0%</b>

	Federal	State	Local	Total
Fleet Program	1,106,885	412,000	2,145,491	<b>3,664,376</b>
Facilities Program	3,254,952	-	12,353,738	<b>15,608,690</b>
Equipment Program	153,600	-	38,400	<b>192,000</b>
Safety & Security Program	100,000	-	25,000	<b>125,000</b>
Transit Technologies Program	-	-	2,425,000	<b>2,425,000</b>
<b>Total Capital Projects</b>	<b>4,615,437</b>	<b>412,000</b>	<b>16,987,629</b>	<b>22,015,066</b>

## 2019 Year-end Estimates / 2020 Proposal

		Boardings	Revenue Hours	Revenue Miles
<i>Total</i>				
	Total 2019 Budget	3,128,600	389,100	8,397,800
	Total 2019 Estimate	3,136,749	410,642	8,544,776
	<b>Total 2020 Proposed</b>	<b>3,295,302</b>	<b>464,257</b>	<b>9,939,018</b>
	<b>Proposed % Change Over Estimate</b>	<b>5.1%</b>	<b>13.1%</b>	<b>16.3%</b>
<i>Directly Operated</i>				
<b>Fixed Route</b>				
	Total 2019 Budget	2,029,800	166,500	2,503,000
	Total 2019 Estimate	2,072,000	176,110	2,758,589
	<b>Proposed % Change Over Estimate</b>	<b>3.0%</b>	<b>7.5%</b>	<b>7.8%</b>
	<b>2020 Proposed</b>	<b>2,134,200</b>	<b>189,309</b>	<b>2,974,416</b>
<b>DAR Tri-Cities</b>				
	Total 2019 Budget	283,300	118,200	1,749,500
	Total 2019 Estimate	300,152	132,007	2,015,475
	<b>Proposed % Change Over Estimate</b>	<b>1.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	<b>2020 Proposed</b>	<b>303,200</b>	<b>132,007</b>	<b>2,015,475</b>
<b>Prosser</b>				
	Total 2019 Budget	27,500	6,700	145,100
	Total 2019 Estimate	22,876	4,667	106,747
	<b>Proposed % Change Over Estimate</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	<b>2020 Proposed</b>	<b>22,876</b>	<b>4,667</b>	<b>106,747</b>
<b>Vanpool</b>				
	Total 2019 Budget	650,500	70,700	3,401,500
	Total 2019 Estimate	661,073	83,244	3,430,229
	<b>Proposed % Change Over Estimate</b>	<b>0.5%</b>	<b>0.5%</b>	<b>0.5%</b>
	<b>2020 Proposed</b>	<b>664,378</b>	<b>83,660</b>	<b>3,447,380</b>
<i>Purchased</i>				
<b>Paratransit - Arc</b>				
	Total 2019 Budget	76,600	14,100	228,200
	Total 2019 Estimate	80,648	14,614	233,736
	<b>Proposed % Change Over Estimate</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	<b>2020 Proposed</b>	<b>80,648</b>	<b>14,614</b>	<b>233,736</b>
<b>Contracted Services</b>				
	Total 2019 Budget	60,900	12,900	370,500
	Total 2019 Estimate	0	0	0
	<b>Proposed % Change Over Estimate</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	<b>2020 Proposed</b>	<b>90,000</b>	<b>40,000</b>	<b>1,161,264</b>

## 2020 Budget Build Analysis

	2017	2018	2019	2019	2020	2020 Proposed over 2019 Forecast Var %
<b>Operating Expense</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Forecast</b>	<b>Proposed Budget</b>	
Salaries & Wages	14,260,100	15,276,500	16,348,200	16,380,100	18,260,300	11.5%
Employee Benefits	9,140,100	9,936,900	10,065,800	9,943,700	11,275,000	13.4%
<b>Total Labor</b>	<b>23,400,200</b>	<b>25,213,400</b>	<b>26,414,000</b>	<b>26,323,800</b>	<b>29,535,300</b>	<b>12.2%</b>
Professional Services	2,394,000	2,867,300	3,172,000	2,916,100	3,114,200	6.8%
Fuel & Lubricants	2,477,300	2,754,900	3,000,000	2,784,400	3,258,400	17.0%
Tires & Tubes	309,300	293,500	316,300	329,100	327,000	-0.6%
Materials & Supplies	1,435,400	1,831,500	2,253,200	2,031,400	2,484,100	22.3%
Utility	304,200	296,500	267,500	246,500	253,200	2.7%
Insurance and Liability	1,155,100	1,054,400	1,108,700	1,131,400	1,354,500	19.7%
Purchased Transportation	3,071,200	2,136,800	2,657,600	1,251,300	3,173,400	153.6%
Rentals	110,200	123,800	121,600	145,500	149,100	2.5%
Miscellaneous	338,800	364,200	766,900	455,600	790,600	73.5%
<b>Total Non-Labor</b>	<b>11,595,500</b>	<b>11,722,900</b>	<b>13,663,800</b>	<b>11,291,300</b>	<b>14,904,500</b>	<b>32.0%</b>
<b>Total Operating Expense</b>	<b>34,995,700</b>	<b>36,936,300</b>	<b>40,077,800</b>	<b>37,615,100</b>	<b>44,439,800</b>	<b>18.1%</b>

	2017	2018	2019	2019	2020	2020 Proposed over 2019 Forecast Var %
<b>Operating Expenditures</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Forecast</b>	<b>Proposed Budget</b>	
Directly Operated Transportation						
Fixed Route	12,047,400	13,921,500	14,784,800	14,556,800	15,653,300	7.5%
Dial-A-Ride	10,043,000	10,401,100	10,559,000	10,668,800	11,526,100	8.0%
General Demand (Prosser)	629,900	589,800	559,900	534,700	526,200	-1.6%
Vanpool	2,008,300	1,915,300	1,970,300	1,965,400	2,051,100	4.4%
Maintenance	1,484,900	1,522,700	1,836,400	1,757,300	2,073,700	18.0%
Purchased Transportation						0.0%
Paratransit - ARC	1,185,600	1,257,000	1,416,000	1,429,800	1,473,800	3.1%
Contracted Services	-	-	-	-	1,950,000	100.0%
Paratransit - Taxi	274,700	165,700	231,000	-	-	0.0%
Night Service	1,289,200	481,200	579,400	-	-	0.0%
Taxi Feeder Service	223,300	180,800	312,000	-	-	0.0%
Sunday Service	311,600	268,200	338,000	-	-	0.0%
Vanpool Guaranteed Ride Home	1,200	1,300	1,300	-	-	0.0%
Administration						0.0%
Human Resources	1,187,300	1,507,400	1,343,600	1,309,600	1,531,200	16.9%
Safety / Training	-	-	610,400	743,100	826,800	11.3%
Executive / Administrative Service	2,828,200	3,068,300	3,222,800	2,760,800	3,865,600	40.0%
Marketing / Customer Service	914,900	-	1,455,700	1,167,400	1,724,500	47.7%
Planning / Service Development	566,200	1,656,000	857,200	721,400	1,237,500	71.5%
<b>Total Operating Expenditures</b>	<b>34,995,700</b>	<b>36,936,300</b>	<b>40,077,800</b>	<b>37,615,100</b>	<b>44,439,800</b>	<b>18.1%</b>

Human Resources 2017 & 2018 Actuals include Safety / Training

## BFT 2020 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>Service Level</b>				
<i>Directly Operated</i>	Revenue Hours	Revenue Miles	Boardings	
Fixed route	189,309	2,974,416	2,134,200	
Dial-A-Ride & General Demand	136,674	2,122,222	326,076	
Vanpool	83,660	3,447,380	664,378	
<i>Purchased Transportation</i>				<i>Annual Amount</i>
Paratransit - ARC	14,614	233,736	80,648	\$ 1,223,400
Contracted Services	40,000	1,161,264	90,000	1,950,000
	464,257	9,939,018	3,295,302	\$ 3,173,400

Work Force	2019 Budget	2019 Approved	2020 Request	Change
Operations	139	147	148	1
Dial-A-Ride	106	118	118	-
General Demand	5	4	4	-
Vanpool	4	4	4	-
Maintenance	36	39	39	-
Human Resources	6	6	7	1
Safety / Training	4	5	7	2
Executive / Administrative Services	15	15	18	3
Marketing / Customer Service	8	8	14	6
Planning / Service Dev	5	5	8	3
<b>Total Work Force</b>	<b>327</b>	<b>350</b>	<b>366</b>	<b>16</b>

	2019 Forecast	2020 Budget	Var
<b>Revenue</b>			
Fares	\$ 3,066,300	\$ 3,443,500	\$ 377,200
Sales Tax	37,324,900	38,037,000	712,100
Misc. Revenue	1,072,700	920,000	(152,700)
State Grants	1,878,800	3,661,161	1,782,361
Federal Grants	6,515,400	6,471,622	(43,778)
	<u>\$ 49,858,100</u>	<u>\$ 52,533,283</u>	<u># \$ 2,675,183</u>
<b>Expense</b>			
Salary / Wage	\$ 16,380,100	\$ 18,260,300	\$ 1,880,200
Benefits	9,943,700	11,275,000	1,331,300
Salary / Wage Increase	<u>\$ 26,323,800</u>	<u>\$ 29,535,300</u>	<u>\$ 3,211,500</u>
Health Insurance (average)	\$ 1,290	\$ 1,360	\$ 810,683
State Industrial Insurance per Hour	0.1406/1.6224	0.1424/1.7663	\$ 235,287
WA State FML Act			\$ 14,183
Retirement Contribution (%)	12.83%	12.83%	\$ 476,072
Professional Services	\$ 2,916,100	\$ 3,114,200	\$ 198,100
Fuel & Lubricants	2,784,400	3,258,400	474,000
Tires & Tubes	329,100	327,000	(2,100)
Materials & Supplies	2,031,400	2,484,100	452,700
Utility	246,500	253,200	6,700
PL / PD Insurance (WSTIP)	1,131,400	1,354,500	223,100
Purchased Transportation	1,251,300	3,173,400	1,922,100
Rentals	145,500	149,100	3,600
Miscellaneous	455,600	790,600	335,000
Total Non-Labor	<u>\$ 11,291,300</u>	<u>\$ 14,904,500</u>	<u># \$ 3,613,200</u>

# Operations Department

## 2019 Major Accomplishments

1. Purchased 37 new Dial-A-Ride Buses to Modernize and Standardize the Fleet
2. Implemented Operations Department Q12 Action Plan, including Listening Sessions, adding Two Supervisors and Communication Improvements
3. Completed Drafts of Procedure Manuals for Operators, Drivers, Dispatchers, and Supervisors

## 2020 Goals

1. Implement New Procedure Manuals for Operators, Drivers, Dispatchers, and Supervisors
2. Complete Negotiation of all Collective Bargaining Agreements
3. 100% of Drivers and Operators Receive one Onboard Observation, Field Observation, and Performance Evaluation
4. Begin implementing the Operations Module of Trapeze for Coach and Dial-A-Ride Employees

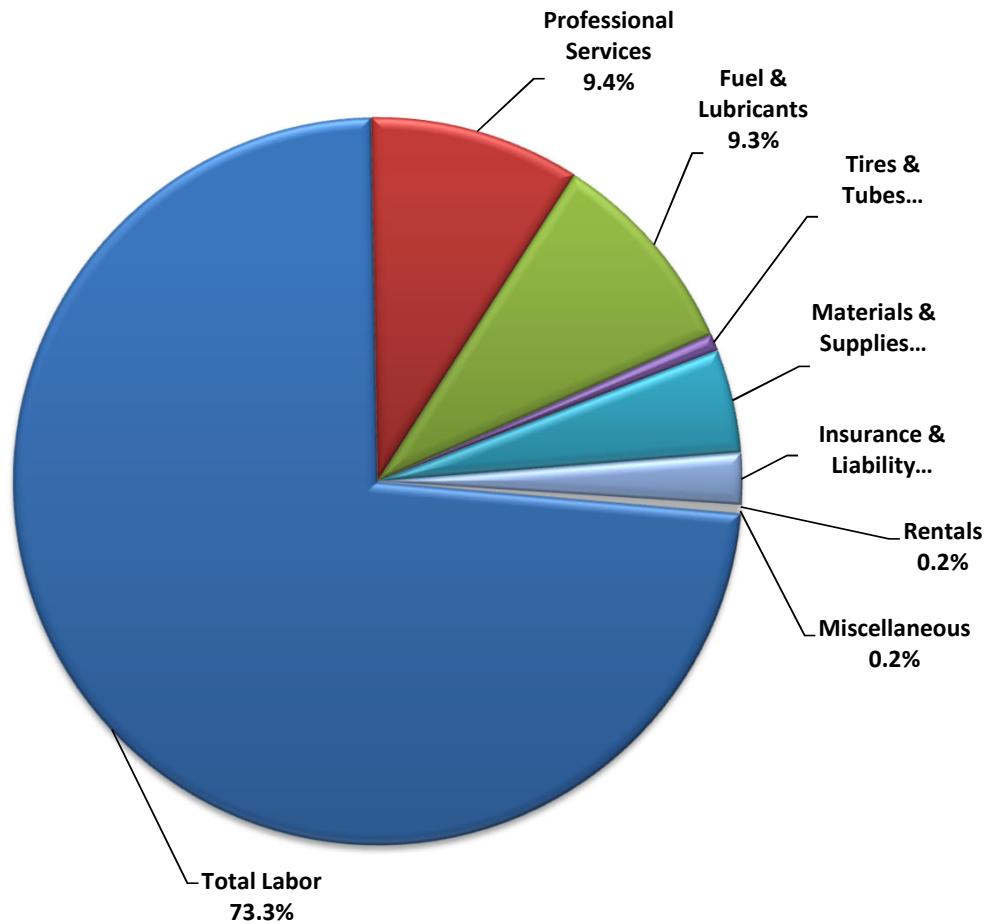
## Detailed Goals

1. Implement New Procedure Manuals for Operators, Drivers, Dispatchers, and Supervisors
  - a. Update and incorporate drafts including language from collective bargaining agreements
2. Complete Negotiation of all Collective Bargaining Agreements
  - a. Coach Operators, Coach Operator/Dispatchers, Coach Operator/Trainers Contract
  - b. Dial-A-Ride Drivers and Reservationists Clerks Contract
  - c. Dial-A-Ride Dispatchers and Schedulers Contract
3. 100% of Drivers and Operators Receive 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. Implement the Operations Module of Trapeze for Coach and Dial-A-Ride Employees
  - a. Onsite visit to agency with application in service
  - b. Complete procurement of the Trapeze Operations Module
  - c. Complete Training of applicable staff on new software
  - a. Develop criteria and processes for elevating evaluated safety risk to senior management



# Operations - (FR/DAR/Prosser)

## 2020 Proposed Budget



Expense	2018 Actuals	2019 Budget	2019 Forecast	2020 Proposed Budget	2019 Forecast to 2020 Var %
Salaries & Wages	10,402,600	11,571,500	11,687,700	12,361,500	5.8%
Employee Benefits	6,755,600	7,473,900	7,504,100	7,956,500	6.0%
<b>Total Labor</b>	<b>17,158,200</b>	<b>19,045,400</b>	<b>19,191,800</b>	<b>20,318,000</b>	<b>5.9%</b>
Professional Services	2,240,300	2,704,900	2,503,200	2,590,630	3.5%
Fuel & Lubricants	1,720,200	2,295,500	2,132,400	2,580,300	21.0%
Tires & Tubes	186,300	199,300	210,800	206,500	-2.0%
Materials & Supplies	835,400	1,059,300	1,096,300	1,271,300	16.0%
Utilities	3,600	3,700	8,900	9,200	0.0%
Insurance & Liability	517,100	505,000	507,700	628,500	23.8%
Purchased Transportation	-	-	-	-	0.0%
Rentals	41,500	44,900	45,700	48,650	6.5%
Miscellaneous	17,700	45,700	63,500	52,530	-17.3%
<b>Total Non-Labor</b>	<b>5,562,100</b>	<b>6,858,300</b>	<b>6,568,500</b>	<b>7,387,610</b>	<b>12.5%</b>
<b>Total Operating Expenses</b>	<b>22,720,300</b>	<b>25,903,700</b>	<b>25,760,300</b>	<b>27,705,610</b>	<b>7.6%</b>

# Operations Training & Performance Department

## 2019 Major Accomplishments

1. Completed 100% DAR/Coach Operator Refresher Training
2. Hired a Training Manager and Training Specialist
3. Completed 4 New Driver Training Classes

## 2020 Goals

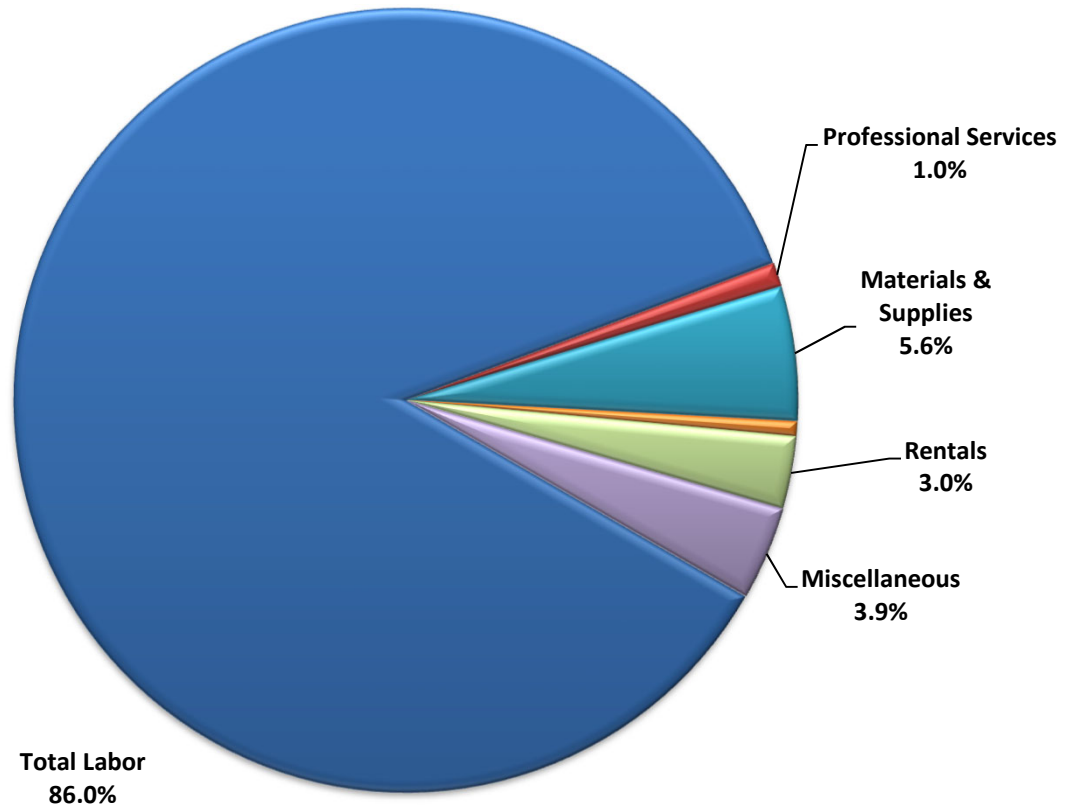
1. Complete 100% of all driver employee development training.
2. Implement strategic training and development initiatives.
3. Develop new training curriculums for Dispatchers, Schedulers and Reservationists
4. Provide Training Support to MTP (Maintenance Training Program) to include CDL Certification
5. Partner with HR on Organization Related Training Initiatives

## 2020 Detailed Goals

1. Complete 100% of all driver employee development training.
2. Implement strategic training and development initiatives.
3. Develop new training curriculums for Dispatchers, Schedulers and Reservationists
4. Provide Training Support to MTP (Maintenance Training Program) to include CDL Certification
5. Partner with HR on Organization Related Training Initiatives

# Safety / Training

## 2020 Proposed Budget



Expense	2018 Actuals	2019 Budget	2019 Forecast	2020 Proposed Budget	2019 Forecast to 2020 Var %
Salaries & Wages		295,400	437,700	436,200	-0.3%
Employee Benefits		167,400	214,200	274,600	28.2%
<b>Total Labor</b>	-	<b>462,800</b>	<b>651,900</b>	<b>710,800</b>	<b>9.0%</b>
Professional Services		1,200	14,000	8,200	-41.4%
Fuel & Lubricants		-	-	-	0.0%
Tires & Tubes		-	-	-	0.0%
Materials & Supplies		61,600	10,000	46,000	360.0%
Utilities		-	4,500	5,000	11.1%
Insurance & Liability		-	-	-	0.0%
Purchased Transportation		-	-	-	0.0%
Rentals		23,100	23,000	24,800	7.8%
Miscellaneous		61,700	39,700	32,000	-19.4%
<b>Total Non-Labor</b>	-	<b>147,600</b>	<b>91,200</b>	<b>116,000</b>	<b>27.2%</b>
<b>Total Operating Expenses</b>	-	<b>610,400</b>	<b>743,100</b>	<b>826,800</b>	<b>11.3%</b>

# Maintenance Department

## 2019 Major Accomplishments

1. Zero lost time accidents
2. Rebuild of Knight Street Transit Center
3. Completion of Phase 2 Storm Water Correction
4. Completion of FTA Triennial Review Audit
5. 37 new DAR vehicles ordered – 24 in April and 13 in August
6. 90% A&E design for installation of an ECO-60 bus hoist
7. Initiation of MOA Campus Master Plan

## 2020 Goals

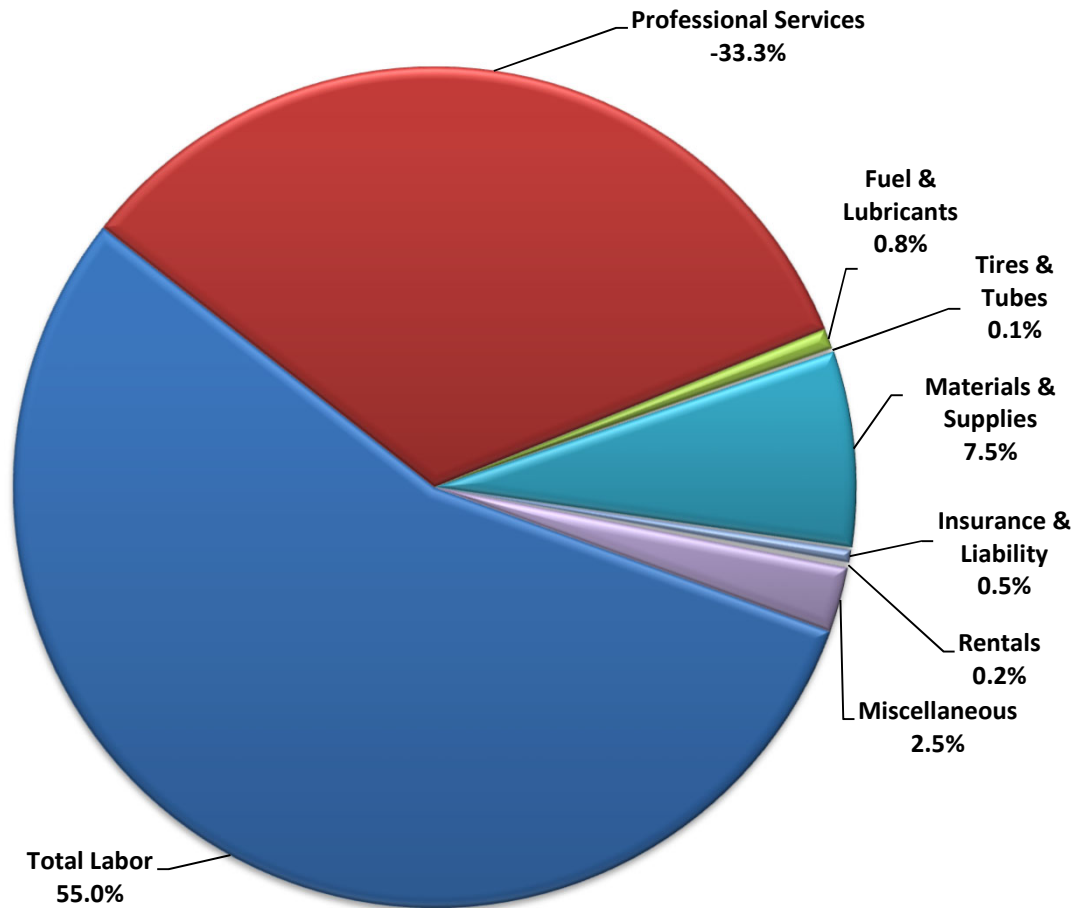
1. Zero lost time accidents
2. Purchase a refuse truck for Facilities Maintenance
3. Surplus 37 DAR vehicles that have exceeded their useful life benchmark
4. Right size the Fixed Route fleet to reflect a 20% spare ratio
5. Purchase and outfit a new service truck for Facilities Maintenance
6. Fully implement a training and advancement program by ratifying the Maintenance CBA
7. Complete the installation of the ECO-60 hoist
8. 90% A&E design of a Maintenance Building

## 2020 Detailed Goals

1. Implemented safety and training programs will help achieve zero lost time accidents
2. Purchase and equip a new refuse truck to create efficiencies in the removal of refuse from transit centers and stops. This will allow for a solo Facilities Worker to complete the task in one day.
3. Removal and surplus of worn DAR vehicles will result in the DAR fleet rating being 3 or better per the TAM plan
4. Removal and surplus of excessive spare buses will bring the fleet spare ratio into the FTA guideline of 20%
5. Retrofitted Facilities Maintenance van will be replaced with a heavy-duty truck more capable of hauling and towing
6. Through contract ratification, the new training and advancement program can be realized by all Maintenance Personnel
7. The install of the ECO-60 will be completed the first quarter of 2020, date pushed forward into 2020 so there would not be construction during the winter months
8. Perform location and construction design to 90% for a new Facilities Maintenance shop

# Maintenance

## 2020 Proposed Budget



Expense	2018 Actuals	2019 Budget	2019 Forecast	2020 Proposed Budget	2019 Forecast to 2020 Var %
Salaries & Wages	1,938,400	2,064,900	2,130,700	2,134,900	0.2%
Employee Benefits	1,163,800	1,237,200	1,227,500	1,276,900	4.0%
<b>Total Labor</b>	<b>3,102,200</b>	<b>3,302,100</b>	<b>3,358,200</b>	<b>3,411,800</b>	<b>1.6%</b>
Professional Services	(2,027,100)	(2,203,900)	(2,133,000)	(2,062,400)	-3.3%
Fuel & Lubricants	48,600	45,000	49,100	48,200	-1.8%
Tires & Tubes	6,400	4,000	8,300	7,500	-9.6%
Materials & Supplies	326,200	450,500	388,500	466,200	20.0%
Utilities	-	-	4,500	4,700	0.0%
Insurance & Liability	25,800	27,000	26,500	30,100	13.6%
Purchased Transportation	-	-	-	-	0.0%
Rentals	10,100	13,600	19,900	12,500	-37.2%
Miscellaneous	30,500	198,100	35,300	155,100	339.4%
<b>Total Non-Labor</b>	<b>(1,579,500)</b>	<b>(1,465,700)</b>	<b>(1,600,900)</b>	<b>(1,338,100)</b>	<b>-16.4%</b>
<b>Total Operating Expenses</b>	<b>1,522,700</b>	<b>1,836,400</b>	<b>1,757,300</b>	<b>2,073,700</b>	<b>18.0%</b>

# Vanpool Department

## 2019 Major Accomplishments

1. All Vanpool data is now collected and reported through Trip Spark's Ride-Pro software platform
2. Attended community and employer outreach events such as Safety Connect, Mariachi Festival, Tyson Fresh Meats Safety Expo, and Ste. Michelle Winery Safety Expo and Forklift Rodeo
3. Met with Mission Support Alliance to review Ride-Pro and how it can help promote ridesharing at the Hanford Site

## 2020 Goals

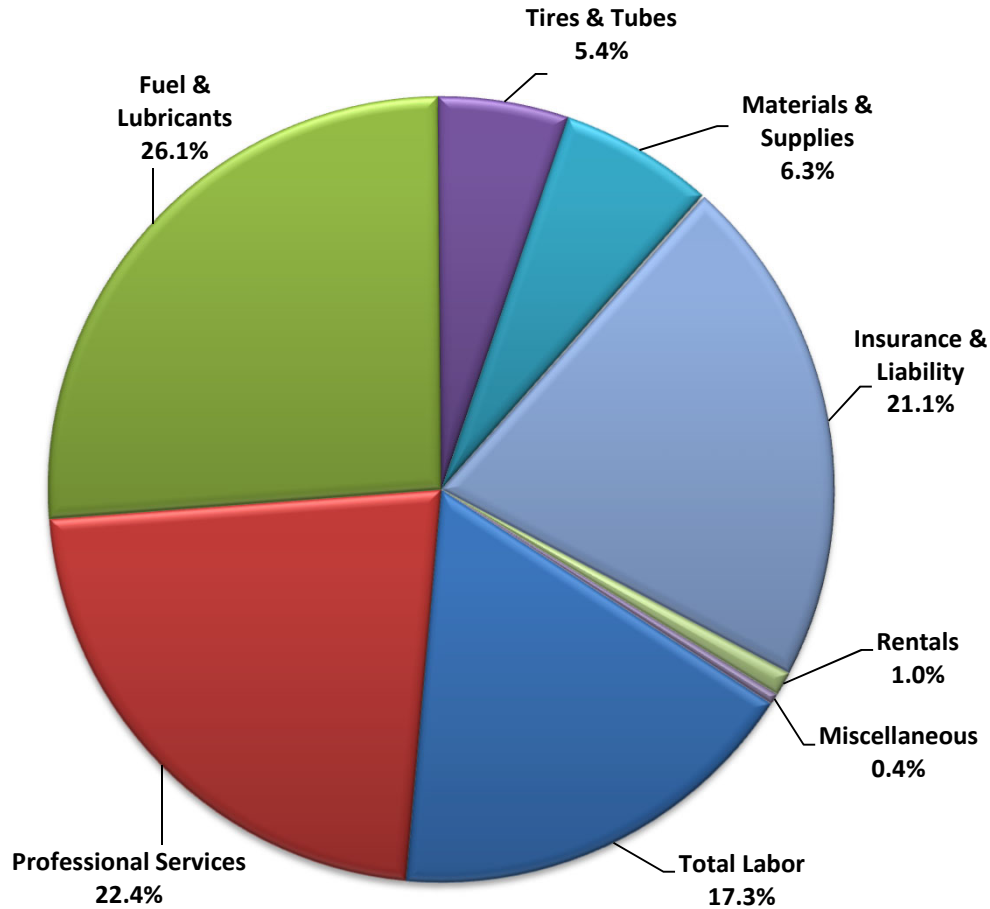
1. Develop and implement online Vanpool driver training program-WSTIP partnership
2. Provide Vanpool driver safety refresher course
3. Evaluate technology and fare approaches to expand Vanpool program into on-demand commuter markets, focusing on North Richland

## 2020 Detailed Goals

1. Develop and implement online Vanpool driver training program-WSTIP partnership
  - a. Identify groups in blocks of 25 to activate online fares monthly
  - b. Train bookkeepers in the function of the online fares and their responsibilities
  - c. Communicate with all participants of the changes to Vanpool fares and how online fares operate
2. Provide Vanpool driver safety refresher course
  - a. Identify drivers that have not had driver training or refresher training in the past 5 years to receive refresher training in 2020
  - b. Schedule online driver refresher training for drivers identified as needing training in 2020
3. Evaluate technology and fare approaches to expand Vanpool program into on-demand commuter markets, focusing on North Richland

# Vanpool

## 2020 Proposed Budget



Expense	2018 Actuals	2019 Budget	2019 Forecast	2020 Proposed Budget	2019 Forecast to 2020 Var %
Salaries & Wages	212,800	214,900	230,500	226,100	-1.9%
Employee Benefits	125,100	129,700	133,500	128,200	-4.0%
<b>Total Labor</b>	<b>337,900</b>	<b>344,600</b>	<b>364,000</b>	<b>354,300</b>	<b>-2.7%</b>
Professional Services	410,500	412,800	455,500	458,700	0.7%
Fuel & Lubricants	583,600	574,600	516,000	534,500	3.6%
Tires & Tubes	96,600	110,000	110,000	110,000	0.0%
Materials & Supplies	90,600	104,200	75,000	129,900	73.2%
Utilities	-	-	1,900	2,000	0.0%
Insurance & Liability	379,100	399,000	420,200	432,400	2.9%
Purchased Transportation	-	-	-	-	0.0%
Rentals	15,900	17,200	18,000	20,200	12.2%
Miscellaneous	1,100	7,900	4,800	9,100	89.6%
<b>Total Non-Labor</b>	<b>1,577,400</b>	<b>1,625,700</b>	<b>1,601,400</b>	<b>1,696,800</b>	<b>6.0%</b>
<b>Total Operating Expenses</b>	<b>1,915,300</b>	<b>1,970,300</b>	<b>1,965,400</b>	<b>2,051,100</b>	<b>4.4%</b>



# Planning / Service Development Department

## 2019 Major Accomplishments

1. Completed FTA Triennial Review Process with only 3 agency wide findings
2. Board approval of 2019-2024 Transit Development Plan (TDP)
3. Successfully implemented all service recovery initiatives approved by the Board in November following the closure of Tri Cities Taxi
4. Completed Pasco service restructure, improving route coverage and service frequency within the existing resources of regular and demonstration services
5. Secured three Regional Mobility Grants for Transit Hubs and Park-and-Ride facilities

## 2020 Goals

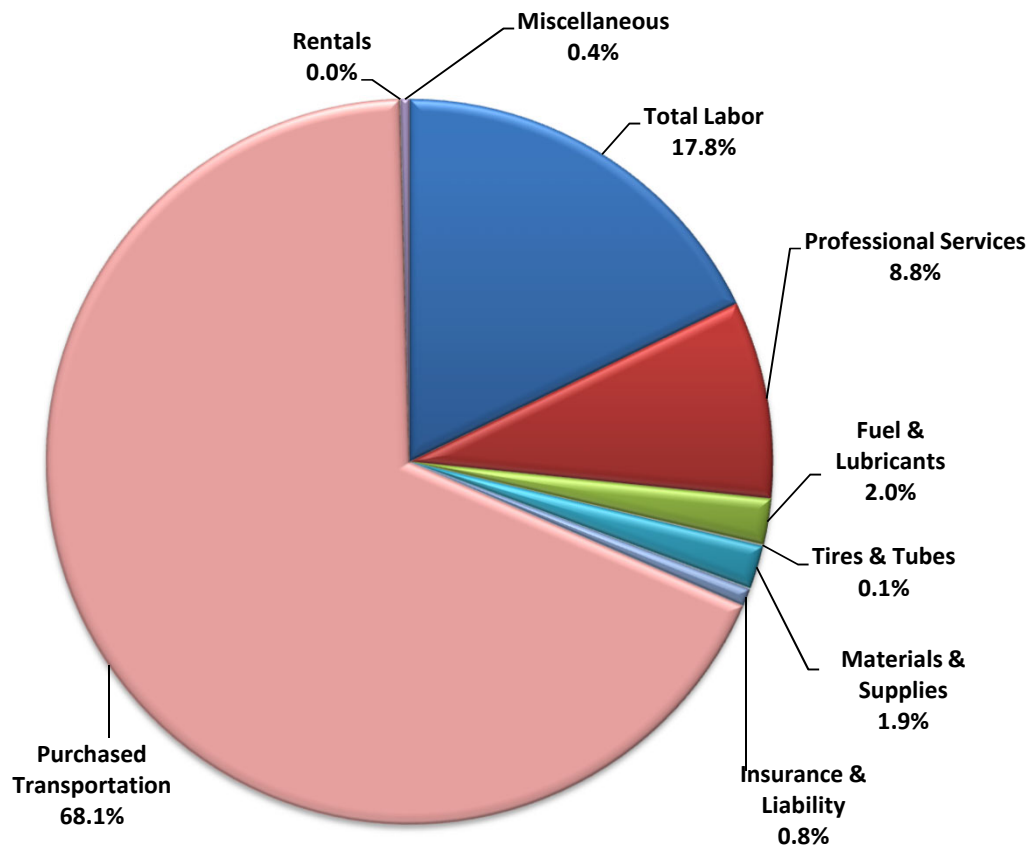
1. Prepare 2020-2025 TDP
2. Coordinate continued placement of amenities throughout the Tri-Cities
3. Utilize Automatic Passenger Counters for 2020 NTD Reporting
4. Conduct Comprehensive Fare Policy Study
5. Conduct Prosser/Benton City service analysis
6. Initiate site selection, land acquisition, planning, and design for new transit hubs and frequent service corridor

## 2020 Detailed Goals

1. Prepare 2020-2025 TDP
2. Coordinate continued placement of amenities throughout the Tri-Cities
3. Utilize Automatic Passenger Counters for 2020 NTD Reporting
4. Conduct Comprehensive Fare Policy Study
5. Conduct Prosser/Benton City service analysis
6. Initiate site selection, land acquisition, planning, and design for new transit hubs and frequent service corridor

# Planning / Service Development

## 2020 Proposed Budget



Expense	2018 Actuals	2019 Budget	2019 Forecast	2020 Proposed Budget	2019 Forecast to 2020 Var %
Salaries & Wages	606,400	330,700	339,200	533,400	57.3%
Employee Benefits	358,900	167,500	177,900	296,600	66.7%
<b>Total Labor</b>	<b>965,300</b>	<b>498,200</b>	<b>517,100</b>	<b>830,000</b>	<b>60.5%</b>
Professional Services	732,100	365,600	230,300	410,600	78.3%
Fuel & Lubricants	85,000	84,900	86,900	95,400	9.8%
Tires & Tubes	-	3,000	-	3,000	100.0%
Materials & Supplies	42,000	81,900	23,900	90,100	277.0%
Utilities	-	-	2,400	2,500	0.0%
Insurance & Liability	29,700	31,200	28,400	36,600	28.9%
Purchased Transportation	2,136,800	2,657,600	1,251,300	3,173,400	153.6%
Rentals	6,100	500	800	1,400	75.0%
Miscellaneous	13,200	12,000	10,100	18,300	81.2%
<b>Total Non-Labor</b>	<b>3,044,900</b>	<b>3,236,700</b>	<b>1,634,100</b>	<b>3,831,300</b>	<b>134.5%</b>
<b>Total Operating Expenses</b>	<b>4,010,200</b>	<b>3,734,900</b>	<b>2,151,200</b>	<b>4,661,300</b>	<b>116.7%</b>

# Marketing & Communications Department

## 2019 Major Accomplishments

1. Executed marketing and communications campaigns for three new services in Q1 following the unplanned disruption, in addition to planned 2019 efforts
2. Provided communications and media relations support for major agency efforts including: Amenities Installation, Knight Street Transit Center Renovation/Temporary Relocation, Pasco Service Changes
3. Developed and began implementing internal communications plan elements
4. Updated Vanpool and Dial-A-Ride service literature and communication tools as well as reformatted a revised Dial-A-Ride application file in English and Spanish
5. Participated in more than 29 outreach opportunities
6. Continued digitization, streamlining, and cross-training on Customer Service processes and functions, including implementation of a new point-of-sale system, and cross-training team members on key department responsibilities
7. Established regular participation in customer service training for new drivers and operators
8. Implemented Q12 department action plans for Marketing and Customer Service, including establishment of a mechanism for enhanced team member recognition and peer-to-peer mentoring
9. Supported multiple public involvement processes, including for: Title VI Plan update, Transit Development Plan, Proposed Changes to Pasco Demonstration Routes
10. Established multimedia staff communication centers in all BFT facilities to improve dissemination of pertinent agency information across departments and functions
11. Began offering group Travel Training courses at Three Rivers Transit Center

## 2020 Goals

1. More fully implement and refine group Travel Training Program curriculum
2. Continue comprehensive community outreach to key demographics
3. Establish brand guidelines
4. Continue implementation of internal communications plan elements
5. Make key hires in Marketing and Customer Service to support continued growth in ridership and agency

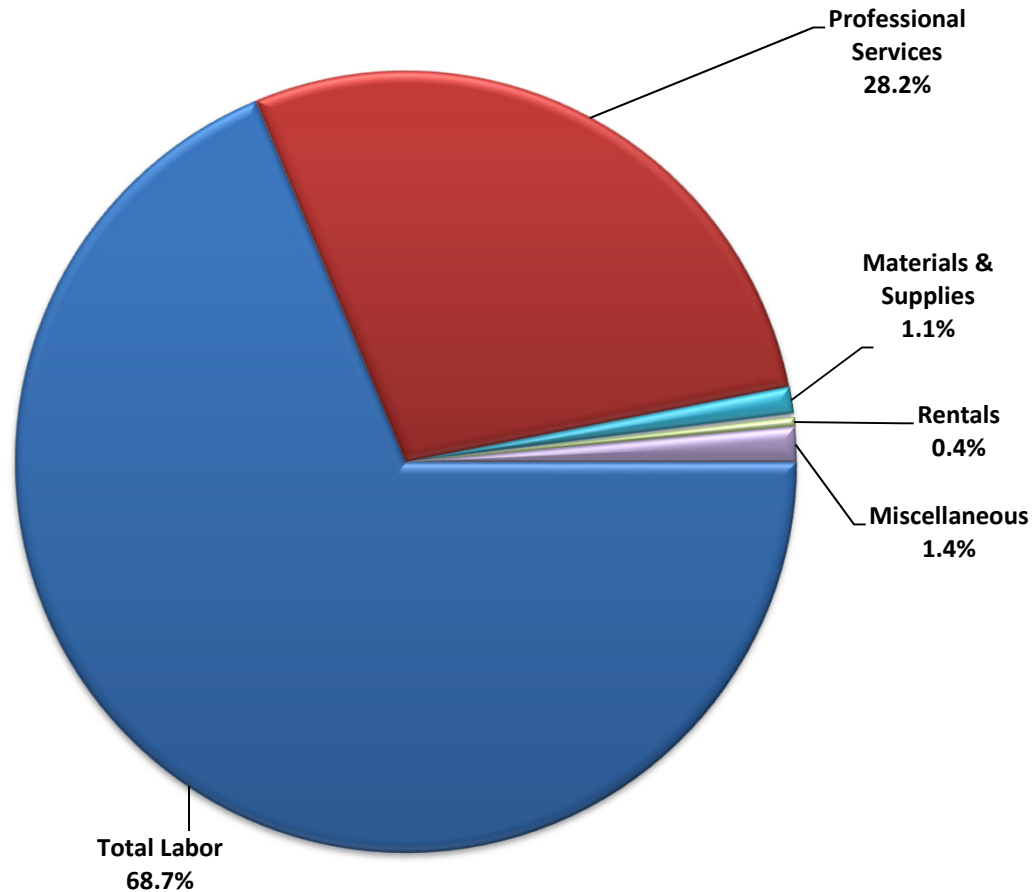
## Detailed Goals

1. More fully implement and refine group Travel Training Program curriculum
  - a. Hold five group onsite and/or offsite travel training events to encourage broader fixed route ridership by end of year
2. Continue comprehensive community outreach to key demographics
  - a. Execute tailored programs/promotions to targeted rider groups including senior, student, and commuter/choice to promote ridership by end of year
3. Establish brand guidelines
  - a. Complete a brand guide to define and standardize BFT's visual identify internally and externally by end of year
  - b. Provide approved branded templates to staff in centralized location to assist with consistent brand implementation by end of year

4. Continue implementation of internal communications plan elements
  - a. Continue or begin development and/or implementation of internal communications plan elements not initiated or completed in 2019 by year end
  - b. Establish a staff repository for organizational info by end of year
5. Make key hires in Marketing and Customer Service to support continued growth in ridership and agency
  - a. Hire a Community Outreach Specialist to join the Marketing team
  - b. Additional hires to be determined after receiving Moss Adams recommendations:
    - i. Propose hire for at least three permanent Customer Service Representative positions that have been covered by contract labor for more than two years, possibly one or two additional to cover extended hours and increased department demands
    - ii. Propose hire of a Customer Service Supervisor.
  - c. Determine additional staff support needed for internal communications, and if warranted, propose for contract or permanent recruitment.

# Marketing / Customer Service

## 2020 Proposed Budget



Expense	2018 Actuals	2019 Budget	2019 Forecast	2020 Proposed Budget	2019 Forecast to 2020 Var %
Salaries & Wages		444,400	374,800	713,800	90.4%
Employee Benefits		264,000	228,700	471,400	106.1%
<b>Total Labor</b>	-	<b>708,400</b>	<b>603,500</b>	<b>1,185,200</b>	<b>96.4%</b>
Professional Services		699,500	513,200	486,200	-5.3%
Fuel & Lubricants		-	-	-	0.0%
Tires & Tubes		-	-	-	0.0%
Materials & Supplies		22,400	11,300	19,100	69.0%
Utilities		-	2,300	2,500	0.0%
Insurance & Liability		-	-	-	0.0%
Purchased Transportation		-	-	-	0.0%
Rentals		5,600	4,200	6,800	61.9%
Miscellaneous		19,800	32,900	24,700	-24.9%
<b>Total Non-Labor</b>	-	<b>747,300</b>	<b>563,900</b>	<b>539,300</b>	<b>-4.4%</b>
<b>Total Operating Expenses</b>	-	<b>1,455,700</b>	<b>1,167,400</b>	<b>1,724,500</b>	<b>47.7%</b>

# Human Resources Department

## 2019 Major Accomplishments

1. Developed job competencies for all non-represented positions
2. Communicated job competencies to all non-represented employees in 2018 review cycle
3. Updated Performance Evaluations to reflect competencies by position
4. Developed a feedback process for Maintenance to discuss and document performance (Goal 1.c) 50%
5. Developed Total Rewards and Compensation & Benefits Policies
6. Updated Drug & Alcohol Policy
7. Negotiate Labor agreements \*in progress\*
8. Q12 Organizational/Department Action Plan

## 2020 Goals

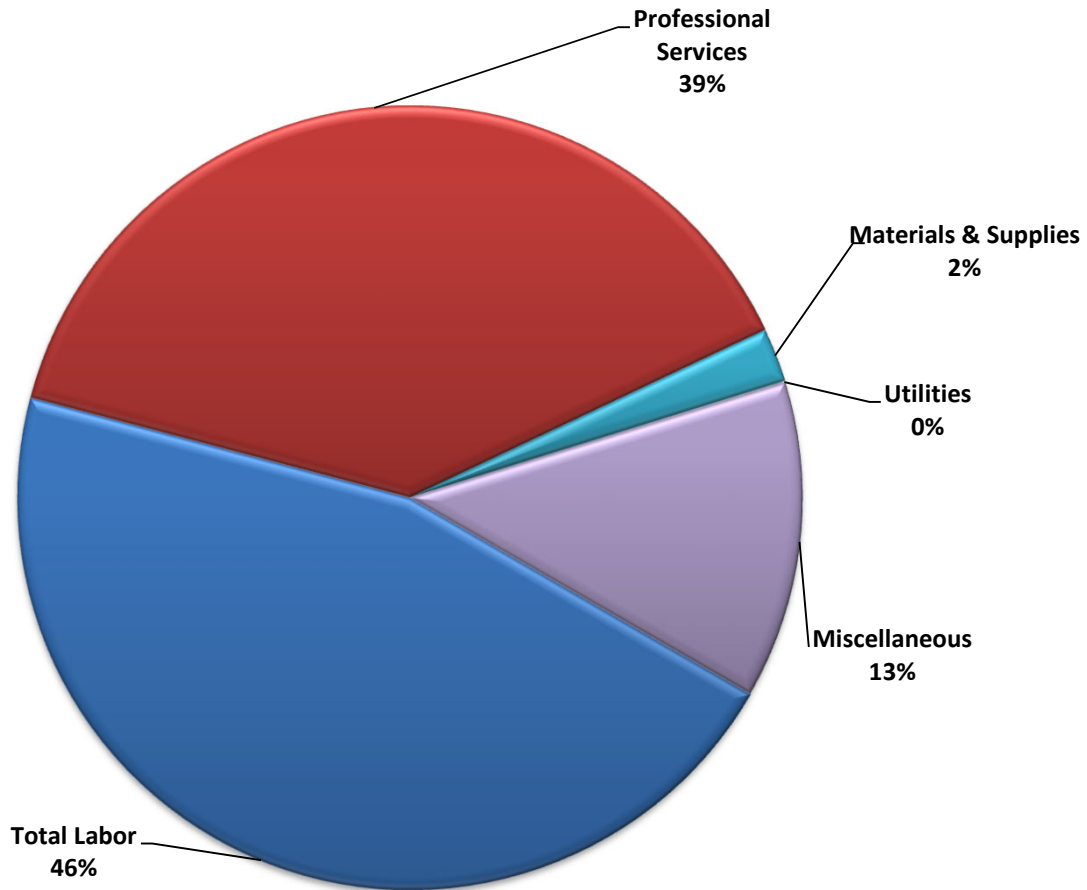
1. Implement new Organizational Structure
2. Review/update/create identified personnel policies
3. Conduct Clifton Strengths Assessments for non-represented staff
4. Finalize succession plan
5. Initiate HR/Payroll module upgrade analysis
6. \*Implement Labor agreements\*

## 2020 Detailed Goals

1. Implement new Organizational Structure
  - a. Create Job Descriptions for new positions
  - b. Perform Compensation and Classification analysis for new positions
  - c. Create Competencies for new positions
  - d. Recruit for new positions according to defined timelines
2. Review/update/create identified personnel policies and procedures
  - a. 2020 focus: EEO, Anti-Harassment, Tuition Reimbursement, Complaint Procedure
  - b. Develop draft policies as identified above, for review by EMT
  - c. Finalize policies for review and approval by BOD
3. Conduct Clifton Strengths Assessments for Non-Represented staff
  - a. Identify high potential staff
  - b. Update Career Path options based on Organizational Structure
  - c. Implement development training plans for high potential staff
4. Finalize Succession Plan
5. HR/Payroll module upgrade
  - a. Conduct needs assessment for system users
  - b. Evaluate current process & procedures
  - c. Evaluate vendor capabilities
6. Continue negotiations for two new Collective Bargaining Agreements and three open CBAs
  - a. Coach Operators reopened CBA
  - b. DAR Drivers reopened CBA
  - c. Maintenance reopened CBA
  - d. DAR Dispatchers new CBA – first contract
  - e. Administrative Assistants new CBA – first contract

# Human Resources

## 2020 Proposed Budget



Expense	2018 Actuals	2019 Budget	2019 Forecast	2020 Proposed Budget	2019 Forecast to 2020 Var %
Salaries & Wages	419,000	365,600	373,100	500,000	34.0%
Employee Benefits	255,800	147,700	125,300	200,900	60.3%
<b>Total Labor</b>	<b>674,800</b>	<b>513,300</b>	<b>498,400</b>	<b>700,900</b>	<b>40.6%</b>
Professional Services	736,500	643,100	712,600	595,000	-16.5%
Fuel & Lubricants	-	-	-	-	0.0%
Tires & Tubes	-	-	-	-	0.0%
Materials & Supplies	22,400	69,000	30,700	34,000	10.7%
Utilities	-	-	800	800	0.0%
Insurance & Liability	-	-	-	-	0.0%
Purchased Transportation	-	-	-	-	0.0%
Rentals	-	-	-	-	0.0%
Miscellaneous	73,700	118,200	67,100	200,500	198.8%
<b>Total Non-Labor</b>	<b>832,600</b>	<b>830,300</b>	<b>811,200</b>	<b>830,300</b>	<b>2.4%</b>
<b>Total Operating Expenses</b>	<b>1,507,400</b>	<b>1,343,600</b>	<b>1,309,600</b>	<b>1,531,200</b>	<b>16.9%</b>



# Administrative Services Department

## 2019 Major Accomplishments

1. Clean and timely audits
  - a. Financial, Federal and Accountability audits (Received no findings or management letters)
  - b. GOFA Certificate of Achievement for Excellence in Financial Reporting, received the award for the seventh consecutive year
  - c. NTD Ridership audit (completed and Accepted by FTA)
  - d. FTA Triennial Review (FTA will be on site to conduct Review on 9/16-17)
2. Address technology needs throughout BFT; support training and staff development
  - a. Completed Installation of POS System in Customer Service
  - b. Installed Dell Unity Mass Storage Device
  - c. Installed backbone for MOA & 3RTC Camera System
  - d. Introduced New Driver Training (Outlook OWA, etc.)
  - e. Implemented Inventory QR Codes on IT Equipment for Improved Efficiency
  - f. Expanded digitizing procedures for AP, AR, PR and GL financial records
  - g. Implemented digital HR/PR record collaboration for bi-weekly payroll processing
  - h. Implemented new Employer Reporting Application (ERA) for PERS reporting
3. Support major initiatives: Operational technology & Collective Bargaining Agreement negotiations
  - a. Bolster NTD Reporting collection methodologies and reporting
  - b. Provided finance support during Collective Bargaining Agreement negotiations
  - c. Provided finance support and created financial procedures for Vanpool transition to Ridepro
  - d. Performed 30 formal procurement, 25% increase over 2018
  - e. Purchased 37 vehicles (partnered with Operations)

## 2020 Goals

1. Clean and timely audits
2. Address technology needs throughout BFT; support training and staff development
3. Support major initiatives: Implementation of Operational Technology
4. Meet BFT's annual DBE participation goal of 4.0%

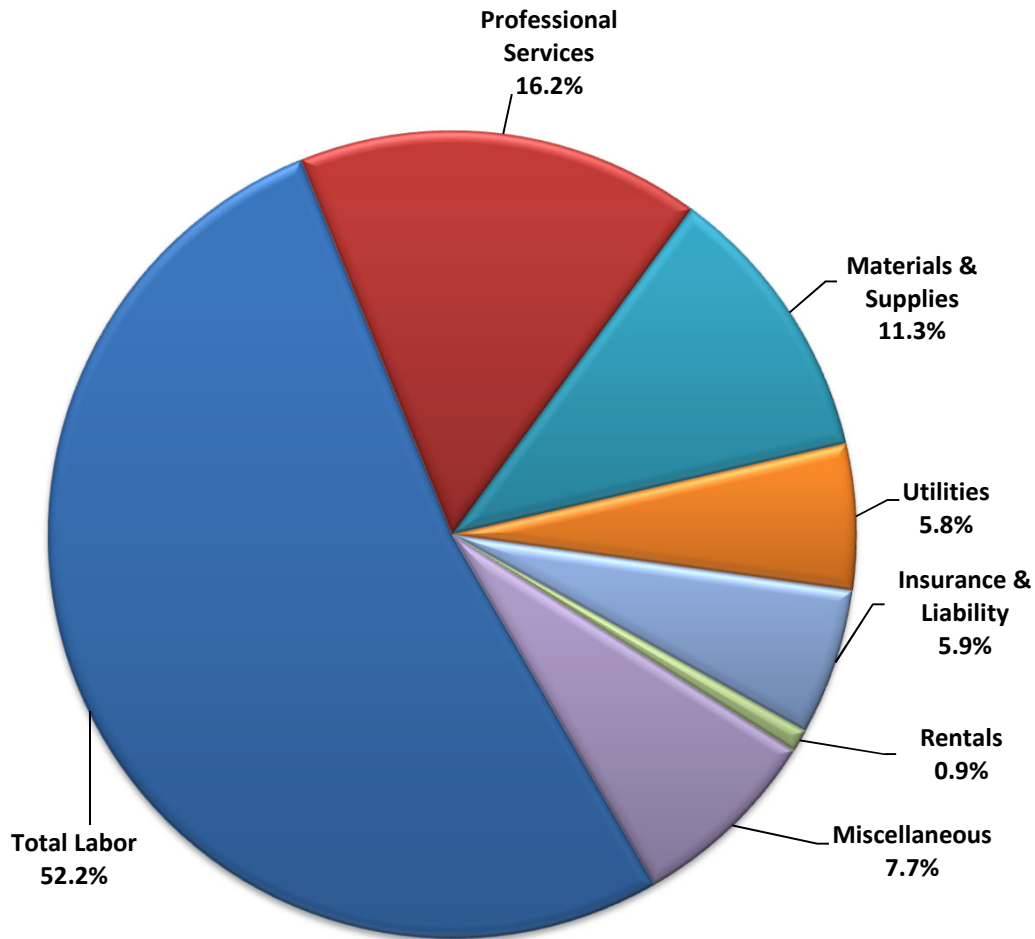
## 2020 Detailed Goals

1. Clean and Timely Audits
  - a. Financial, Federal and Accountability audits
  - b. NTD Ridership audit
  - c. GOFA Certificate of Achievement for Excellence in Financial Reporting, seek award for the eighth consecutive year
2. Address technology needs throughout BFT; support training and staff development
  - a. Upgrade Network Domain Functional Levels
  - b. Increase Wireless Cloud in Maintenance and Bus Yard
  - c. Continue Smart Disk Usage Initiative
  - d. Continue Training Programs with New Employees
3. Support major initiatives: Implementation of Operational Technology
  - a. Create and implement an inventory and work order process improvement strategy
  - b. Further implementation of credit card program

- 
- a. Monitor, fine-tune and document procedures for the POS and Ridepro financial reporting conversions.
4. Meet BFT's annual DBE participation goal of 4.0%

# Executive / Administrative Services

## 2020 Proposed Budget



Expense	2018 Actuals	2019 Budget	2019 Forecast	2020 Proposed Budget	2019 Forecast to 2020 Var %
Salaries & Wages	1,007,400	1,060,800	806,400	1,354,900	68.0%
Employee Benefits	568,600	478,400	332,500	669,400	101.3%
<b>Total Labor</b>	<b>1,576,000</b>	<b>1,539,200</b>	<b>1,138,900</b>	<b>2,024,300</b>	<b>77.7%</b>
Professional Services	427,800	548,800	620,300	627,300	1.1%
Fuel & Lubricants	-	-	-	-	0.0%
Tires & Tubes	-	-	-	-	0.0%
Materials & Supplies	403,500	414,300	401,000	437,500	9.1%
Utilities	292,900	263,800	221,200	226,500	2.4%
Insurance & Liability	139,700	146,500	148,600	226,900	52.7%
Purchased Transportation	-	-	-	-	0.0%
Rentals	34,900	34,900	33,900	34,700	2.4%
Miscellaneous	193,500	275,300	202,200	298,400	47.6%
<b>Total Non-Labor</b>	<b>1,492,300</b>	<b>1,683,600</b>	<b>1,627,200</b>	<b>1,851,300</b>	<b>13.8%</b>
<b>Total Operating Expenses</b>	<b>3,068,300</b>	<b>3,222,800</b>	<b>2,766,100</b>	<b>3,875,600</b>	<b>40.1%</b>



## Capital Budget

2020 - 2025 Capital Improvement Plan (CIP) Details Open and New Projects November 14, 2019				[A] CIP Approved Project Amount 11-14-19	[B] Revised & Additional CIP Project Amounts	[A] + [B] = [C] Updated CIP Project Amounts 11-14-19	[D] Approved Budget Authority 11-14-19	[E] 2020 Requested Additional Budget Authority	[D] + [E] = [F] Updated Budget Authority 11-14-19	[G] Project Expenses Thru 09-30-19	[G] + [F] = [H] Remaining Budget Authority for 2019
Fleet											
FLT0007a	DAR	10		991,087		991,087	991,087		991,087	898,126	92,961
FLT0007b	DAR - 5310 Funds	6		584,117		584,117	584,117		584,117	541,860	42,257
FLT0008	BUS	13		6,389,500		6,389,500	6,389,500		6,389,500	6,297,811	91,689
FLT0009	VAN 15 Passenger	35		1,204,000		1,204,000	1,204,000		1,204,000	1,175,459	28,541
FLT0010	BUS	6		3,021,000		3,021,000	3,021,000		3,021,000	2,893,484	127,516
FLT0011	VAN	32		1,073,600		1,073,600	1,073,600		1,073,600	958,000	115,600
FLT0012	DAR - State Funding	Up To	20	2,000,000		2,000,000	2,000,000		2,000,000	1,649,730	350,270
FLT0013	VAN - Reinvestment of Insurance/Auction Proceeds	1		38,802		38,802	38,802		38,802	-	38,802
FLT0014	DAR - Reinvestment of Insurance/Auction Proceeds	1		101,404		101,404	101,404		101,404	89,934	11,470
FLT0015	BUS	8		4,827,200		4,827,200	4,827,200		4,827,200	-	4,827,200
FLT0016	DAR	12		1,151,400		1,151,400	1,151,400		1,151,400	-	1,151,400
FLT0017	Non-Revenue: Service Truck	1		60,000		60,000	60,000		60,000	53,641	6,359
FLT0018	(2019) DAR	Up To	10	969,095		969,095	969,095		969,095	-	969,095
FLT0019	(2019) DAR - 5310 Funds	Up To	4	414,511		414,511	414,511		414,511	-	414,511
FLT0020	(2019) VAN	Up To	22	787,380		787,380	787,380		787,380	205,718	581,662
FLT0021	(2019) VAN	Up To	40	1,431,590		1,431,590	1,431,590		1,431,590	-	1,431,590
FLT0022	(2019) Non-Revenue: Service Truck	1		61,800	(61,800)	-	61,800	(61,800)	-	-	-
FLT0023	(2020) BUS	Up To	6	3,183,624		3,183,624			-	-	-
FLT0024	(2020) BUS - Electric	Up To	3	2,835,000		2,835,000	944,431		944,431	-	944,431
FLT0025	(2020) VAN	Up To	40	1,460,222		1,460,222		1,460,222	1,460,222	-	1,460,222
FLT0026	(2020) Non-Revenue: OPS Supervisor Vehicles	Up To	10	360,000	35,000	395,000		395,000	395,000	-	395,000
FLT0027	(2021) VAN	Up To	40	1,489,427		1,489,427			-	-	-
FLT0028	(2021) Non-Revenue: Service Truck	1		63,654		63,654			-	-	-
FLT0029	(2022) BUS	Up To	6	3,312,242		3,312,242			-	-	-
FLT0030	(2022) BUS - Electric	Up To	2	1,984,500		1,984,500			-	-	-
FLT0031	(2022) DAR	Up To	12	1,198,151		1,198,151			-	-	-
FLT0032	(2022) VAN	Up To	40	1,519,215		1,519,215			-	-	-
FLT0033	(2022) Non-Revenue: Service Truck	1		65,564		65,564			-	-	-
FLT0034	(2023) DAR	Up To	12	1,210,133		1,210,133			-	-	-
FLT0035	(2023) VAN	Up To	40	1,549,599		1,549,599			-	-	-
FLT0036	(2023) Non-Revenue: Service Truck	1		67,531		67,531			-	-	-
FLT0037	(2024) BUS	Up To	6	3,446,057		3,446,057			-	-	-
FLT0038	(2024) BUS - Electric	Up To	2	2,083,225		2,083,225			-	-	-
FLT0039	(2024) DAR	Up To	12	1,222,234		1,222,234			-	-	-
FLT0040	(2024) VAN	Up To	40	1,580,591		1,580,591			-	-	-
FLT0041	(2024) Non-Revenue: Service Truck	1		69,557		69,557			-	-	-
FLT0042	(2025) DAR	Up To	8	822,971		822,971			-	-	-
FLT0043	(2025) Non-Revenue: Service Truck	Up To	1	71,644		71,644			-	-	-
FLT0044	DAR - State Funding	Up To	11	1,100,000		1,100,000	1,100,000		1,100,000	-	1,100,000
Facilities											
FAC0002	Maint Facility Upgrades: Hoist, Auto Fluid Disp, DEF, Maint Bays Upgrade, Oil Tank			2,274,235		2,274,235	906,735	192,500	1,099,235	133,311	965,924
FAC0003	Transit Centers - Renovation 22nd			89,721		89,721	89,721		89,721	89,310	411
FAC0007	Transit Centers - Renovation 3 Rivers			272,212		272,212	272,212		272,212	55,368	216,844
FAC0009	Transit Centers - Renovation Knight Street			2,400,000		2,400,000	2,400,000		2,400,000	141,447	2,258,553
FAC0005	Campus Improvements			1,890,000		1,890,000	690,000	200,000	890,000	426,328	463,672
FAC0014	MOA Water Diversion			597,463		597,463	597,463		597,463	612,177	(14,714)
FAC0015	Passenger Amenities Improvements/Construction			8,841,926		8,841,926	6,591,926		6,591,926	504,313	6,087,613
FAC0017	Operations Building Renovations			2,863,600		2,863,600	2,863,600		2,863,600	-	2,863,600
FAC0018	Transit Asset Management Plan / Software			500,000		500,000	500,000		500,000	210,073	289,927
FAC0021	Fuel Island Roof Replacement			40,000		40,000	40,000		40,000	6,255	33,745
FAC0022	Transit Hubs (Connection Points)	Up To	3	8,000,000		8,000,000	8,000,000		8,000,000	500	7,999,500
FAC0023	Facility Maintenance Building			1,168,690		1,168,690	1,168,690		1,168,690	-	1,168,690
FAC0024	Alternative Fuel Vehicles Infrastructure & Stations			1,280,000		1,280,000		450,000	450,000	-	450,000
FAC0025	Transit Center Re-use			1,620,000		1,620,000			-	-	-
FAC0026	Neighborhood Park-and-Ride Facilities			2,315,000		2,315,000			-	-	-
FAC0027	Land Acquisition			-	1,000,000	1,000,000		1,000,000	1,000,000	-	1,000,000
Equipment											
EQP0012	Mobile Dispatch Retrofit/Equipment			15,000		15,000	15,000		15,000	-	15,000
EQP0013	Bus Equipment			192,000	250,000	442,000	192,000	250,000	442,000	14,518	427,482
EQP0014	Electric Forklift	1		95,000		95,000	95,000		95,000	-	95,000
EQP0015	Garbage/Compactor Truck	1		97,000	61,800	158,800	-	158,800	158,800	-	158,800
Transit Technologies											
TEC0005	Onboard Integrated Technology System			3,018,826		3,018,826	3,018,826		3,018,826	1,545,129	1,473,697
TEC0006	ADP Software - Vanpool Application			233,000		233,000	233,000		233,000	99,989	133,011
TEC0007	Replace Existing Switching Network w/Cisco			150,000		150,000	150,000		150,000	97,810	52,190
TEC0008	Point of Sale System			50,000		50,000	50,000		50,000	-	50,000
TEC0009	Customer Comment Record (CCR) Replacement			50,000		50,000	50,000		50,000	-	50,000
TEC0010	IT Related Projects: (Telephone System, ITS Replacement, etc.)			2,933,551		2,933,551	-	135,000	135,000	137,988	(2,988)
TEC0011	IT Related Projects - Records Management System			300,000		300,000	300,000		300,000	-	300,000
TEC0012	IT Related Projects - Operations Software			2,000,000		2,000,000	2,000,000		2,000,000	-	2,000,000
TEC0013	Fare Collection Program			1,000,000		1,000,000	125,000		125,000	-	125,000
TEC0014	IT Related Projects - Onboard Transit Signal Priority (TSP)			300,000		300,000	-	35,000	35,000	-	35,000
TEC0015	IT Related Projects - Electronic Fleet Pre-Trip Inspection and Record System			158,000		158,000	-	158,000	158,000	-	158,000
TEC0016	IT Related Projects - Safety Hazard Reporting / Training & Performance Tracking Software			25,000		25,000	25,000		25,000	-	25,000
TEC0017	IT Related Projects - Consolidated Transit Reporting			300,000		300,000	-	300,000	300,000	-	300,000
TEC0017	IT Related Projects - TBEST Planning Software			-	90,000	90,000	-	90,000	90,000	-	90,000

		[A]	[B]	[A] + [B] = [C]	[D]	[E]	[D] + [E] = [F]	[G]	[G] + [F] = [H]
2020 - 2025 Capital Improvement Plan (CIP) Details Open and New Projects November 14, 2019		CIP Approved Project Amount 11-14-19	Revised & Additional CIP Project Amounts	Updated CIP Project Amounts 11-14-19	Approved Budget Authority 11-14-19	2020 Requested Additional Budget Authority	Updated Budget Authority 11-14-19	Project Expenses Thru 09-30-19	Remaining Budget Authority for 2019
<b>Transit Security &amp; Safety</b>									
TSS0001	Security Plan (consulting, campus imp., equipment)	1,750,000		1,750,000	750,000	125,000	875,000	-	875,000
<b>Planning / Studies</b>									
PLN0002	Passenger Amenities Study	125,000		125,000	125,000		125,000	26,627	98,373
PLN0005	2020-2025 Long Range Service Corridor & Infrastructure Study	7,000,000		7,000,000	-	400,000	400,000	-	400,000
<b>Other</b>									
OTH0001	ERP Needs Analysis/Project Scoping	1,075,000		1,075,000	75,000		75,000	-	75,000
Contingency	For unforeseen items meeting the Capital Project definition	-		-	150,000		150,000		150,000
<b>Totals</b>		<b>110,821,851</b>	<b>1,375,000</b>	<b>112,196,851</b>	<b>58,625,090</b>	<b>5,287,722</b>	<b>63,912,812</b>	<b>18,864,905</b>	<b>45,047,907</b>
		CIP Approved Project Amount 11-14-19	Revised & Additional CIP Project Amounts	Updated CIP Project Amounts 11-14-19	Approved Budget Authority 11-14-19	2020 Requested Additional Budget Authority	Updated Budget Authority 11-14-19	Project Expenses Thru 09-30-19	Remaining Budget Authority for 2019

2020 Budget (\$)				
	Total	Operating	Capital	Reserves
<b>Revenues</b>				
<b>Local</b>				
Fares	3,104,300	3,104,300	-	-
Contracted Services	339,200	339,200	-	-
Sales Tax	38,037,000	35,559,440	2,477,560	-
Other	920,000	920,000	-	-
Reserve Funds	1,168,240	-	1,168,240	-
<b>Total Local</b>	<b>43,568,740</b>	<b>39,922,940</b>	<b>3,645,800</b>	<b>-</b>
<b>State</b>				
Special Needs	-	-	-	-
Vanpool Investment Program	-	-	-	-
<b>Total State</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Federal</b>				
FFY 2018 5307 Formula	1,642,000	-	1,642,000	-
FFY 2019 5307 Formula	6,471,622	4,516,860	-	1,954,762
FFY 2019 5310 Mobility/Disabilities	-	-	-	183,530
FFY 2019 5339 Bus/Facilities Formula	-	-	-	835,405
<b>Total Federal</b>	<b>8,113,622</b>	<b>4,516,860</b>	<b>1,642,000</b>	<b>2,973,697</b>
<b>Total Revenues</b>	<b>\$ 51,682,362</b>	<b>\$ 44,439,800</b>	<b>\$ 5,287,800</b>	<b>\$ 2,973,697</b>
<b>Expenditures</b>				
<b>Operating Expenditures</b>				
Bus Operations	15,653,300	15,653,300	-	-
Dial-A-Ride	11,526,100	11,526,100	-	-
General Demand	526,200	526,200	-	-
Vanpool	2,051,100	2,051,100	-	-
Maintenance	2,073,700	2,073,700	-	-
Human Resources	1,531,200	1,531,200	-	-
Safety / Training	826,800	826,800	-	-
Executive / Administrative Services	3,865,600	3,865,600	-	-
Marketing / Customer Service	1,724,500	1,724,500	-	-
Planning / Service Dev / Purchased Transportation	4,661,300	4,661,300	-	-
<b>Total Operating Expenditures</b>	<b>44,439,800</b>	<b>44,439,800</b>	<b>-</b>	<b>-</b>
<b>Capital Program Expenditures</b>				
Fleet Program	1,855,300	-	1,855,300	-
Facilities Program	1,842,500	-	1,842,500	-
Equipment Program	347,000	-	347,000	-
Transit Technologies Program	718,000	-	718,000	-
Transit Security & Safety	125,000	-	125,000	-
Planning Program	400,000	-	400,000	-
Other Program	-	-	-	-
Contingency	-	-	-	-
<b>Total Capital Expenditures</b>	<b>5,287,800</b>	<b>-</b>	<b>5,287,800</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 49,727,600</b>	<b>\$ 44,439,800</b>	<b>\$ 5,287,800</b>	<b>\$ -</b>

2020 Capital Budget - Details Funding Sources				
Source	Local	State	Federal	Total
<b>Local</b>				
Sales Tax	2,067,060	-	-	2,067,060
Reserves	1,168,240	-	-	1,168,240
<b>Local</b>	<b>3,235,300</b>	<b>-</b>	<b>-</b>	<b>3,235,300</b>
<b>State</b>				
Special Needs Funding	-	-	-	-
Regional Mobility Funding	-	-	-	-
Vanpool Investment Program Funding	-	-	-	-
<b>State</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Federal</b>				
FFY 2018 5307 Formula	410,500	-	1,642,000	2,052,500
FFY 2019 5307 Formula	-	-	-	-
FFY 2019 5310 Mobility/Disabilities	-	-	-	-
FFY 2019 5339 Bus/Facilities Formula	-	-	-	-
<b>Federal</b>	<b>410,500</b>	<b>-</b>	<b>1,642,000</b>	<b>2,052,500</b>
<b>Total</b>	<b>\$ 3,645,800</b>	<b>\$ -</b>	<b>\$ 1,642,000</b>	<b>\$ 5,287,800</b>

2020 Capital Budget - Details Project Details				
Capital Project	Local	State	Federal	Total
<b>Fleet</b>				
Vanpool - 40	1,460,300	-	-	1,460,300
Non-Revenue Service Vehicle - 8	395,000	-	-	395,000
<b>Fleet Program</b>	<b>1,855,300</b>	<b>-</b>	<b>-</b>	<b>1,855,300</b>
<b>Facilities</b>				
Alternative Fuel Vehicles Infrastructure	90,000	-	360,000	450,000
Campus Improvements	200,000	-	-	200,000
Land Acquisition	200,000	-	800,000	1,000,000
Maintenance Facility Upgrades	38,500	-	154,000	192,500
<b>Facilities Program</b>	<b>528,500</b>	<b>-</b>	<b>1,314,000</b>	<b>1,842,500</b>
<b>Equipment</b>				
Bus Equipment / Components (engines, etc.)	50,000	-	200,000	250,000
Garbage/Compactor Truck	97,000	-	-	97,000
<b>Equipment Program</b>	<b>147,000</b>	<b>-</b>	<b>200,000</b>	<b>347,000</b>
<b>Transit Technology</b>				
Consolidated Transit Reporting Module	300,000	-	-	300,000
Electronic Pre-Trip Inspection & Records System	158,000	-	-	158,000
IT Related Projects	135,000	-	-	135,000
TBEST (Planning Software)	90,000	-	-	90,000
Transit Signal Priority On-Board Integration	7,000	-	28,000	35,000
<b>Transit Technologies Program</b>	<b>690,000</b>	<b>-</b>	<b>28,000</b>	<b>718,000</b>
<b>Transit Security &amp; Safety</b>				
Security Plan	25,000	-	100,000	125,000
<b>Transit Security &amp; Safety</b>	<b>25,000</b>	<b>-</b>	<b>100,000</b>	<b>125,000</b>
<b>Planning / Studies</b>				
Long Range Service Corridor & Infrastructure Study	400,000	-	-	400,000
<b>Planning / Studies</b>	<b>400,000</b>	<b>-</b>	<b>-</b>	<b>400,000</b>
<b>Total</b>	<b>\$ 3,645,800</b>	<b>\$ -</b>	<b>\$ 1,642,000</b>	<b>\$ 5,287,800</b>