



2021

Operating & Capital Budget  
Summary

## 2020 Budget Forecast as of August 31, 2020

	Budget	August	Forecast	Variance	Var %
<b>Revenues (Local)</b>					
Fares - Direct Operations	3,104,300	862,000	1,293,000	(1,811,300)	-58.3%
Fares - Contracted Services	339,200	-	-	(339,200)	-100.0%
Sales Tax	35,559,440	24,890,100	34,857,640	(701,800)	-2.0%
Other	920,000	342,424	445,600	(474,400)	-51.6%
<b>Revenues (State)</b>					
Consolidated Grant Program/VIP Funds	-	-	-	-	0.0%
<b>Revenues (Federal)</b>					
Formula Funds	4,516,860	3,011,200	6,158,860	1,642,000	36.4%
<b>Total Revenues</b>	<b>44,439,800</b>	<b>29,105,724</b>	<b>42,755,100</b>	<b>(1,684,700)</b>	<b>-3.8%</b>
<b>Operating Expenditures</b>					
<b>Directly Operated Transportation</b>					
Bus	15,653,300	10,697,600	15,037,500	(615,800)	-3.9%
Dial-A-Ride	11,526,100	6,606,800	9,249,000	(2,277,100)	-19.8%
Prosser	526,200	288,800	414,100	(112,100)	-21.3%
Vanpool	2,051,100	985,900	1,449,900	(601,200)	-29.3%
Maintenance	2,073,700	1,743,900	2,345,200	271,500	13.1%
<b>Purchased Transportation</b>					
Paratransit ARC	1,473,800	268,200	443,100	(1,030,700)	-69.9%
Contracted Services	1,950,000	190,300	285,400	(1,664,600)	-85.4%
Paratransit Taxi	-	-	-	-	0.0%
Night Service	-	-	-	-	0.0%
Taxi Feeder Service	-	-	-	-	0.0%
Finley Service	-	-	-	-	0.0%
Sunday Service	-	-	-	-	0.0%
Vanpool Guaranteed Ride Home	-	-	-	-	0.0%
<b>General Administration</b>					
Human Resources	1,531,200	1,033,200	1,504,900	(26,300)	-1.7%
Safety / Training	826,800	750,100	1,065,200	238,400	28.8%
Executive / Administrative Services	3,865,600	2,519,400	3,654,400	(211,200)	-5.5%
Marketing / Customer Service	1,724,500	960,900	1,392,400	(332,100)	-19.3%
Planning / Service Development	1,237,500	489,000	690,200	(547,300)	-44.2%
<b>Total Operating Expenditures</b>	<b>44,439,800</b>	<b>26,534,100</b>	<b>37,531,300</b>	<b>(6,908,500)</b>	<b>-15.5%</b>
<b>Capital Expenditures</b>					
Capital Projects	5,287,800	4,626,936	5,287,800	-	0.0%
<b>Total Capital Expenditures</b>	<b>5,287,800</b>	<b>4,626,936</b>	<b>5,287,800</b>	<b>-</b>	<b>0.0%</b>

	Federal	State	Local	Total
Fleet Program	-	-	1,855,300	<b>1,855,300</b>
Facilities Program	1,314,000	-	528,500	<b>1,842,500</b>
Equipment Program	200,000	-	147,000	<b>347,000</b>
Safety & Security Program	100,000	-	25,000	<b>125,000</b>
Transit Technologies Program	28,000	-	690,000	<b>718,000</b>
Planning Program	-	-	400,000	<b>400,000</b>
<b>Total Capital Projects</b>	<b>1,642,000</b>	<b>-</b>	<b>3,645,800</b>	<b>5,287,800</b>

## BFT 2021 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>				
Directly Operated	Revenue Hours	Revenue Miles	Boardings	
Fixed route	206,000	3,242,000	1,830,000	
Dial-A-Ride & General Demand	123,000	1,921,000	291,000	
Vanpool	75,000	3,100,000	595,000	
Purchased Transportation				Annual Amount
Paratransit - ARC	15,000	240,000	73,000	\$ 1,250,000
Contracted Services	46,000	750,000	145,000	2,100,000
	465,000	9,253,000	2,934,000	\$ 3,350,000

Work Force	2020 Budget	2020 Approved	2021 Request	Change
Operations	148	153	160	7
Dial-A-Ride	118	119	119	-
General Demand	5	5	5	-
Vanpool	4	4	4	-
Maintenance	38	38	45	7
Human Resources	7	8	8	-
Safety / Training	6	7	7	-
Executive / Administrative Services	19	19	21	2
Marketing / Customer Service	14	16	16	-
Planning / Service Dev	8	9	9	-
<b>Total Work Force</b>	<b>366</b>	<b>377</b>	<b>393</b>	<b>16</b>

	2020 Forecast	2021 Budget	Var
<b>Revenue</b>			
Fares	\$ 1,293,000	\$ 2,072,972	\$ 779,972
Sales Tax	34,857,640	37,843,755	2,986,115
Misc. Revenue	445,600	500,000	54,400
State Grants	-	50,000	50,000
Federal Grants	6,158,860	8,015,355	1,856,495
	\$ 42,755,100	\$ 48,482,082	\$ 5,726,982
<b>Expense</b>			
Salary / Wage	\$ 16,619,200	\$ 20,287,000	\$ 3,667,800
Benefits	11,302,500	12,486,000	1,183,500
Salary / Wage Increase	\$ 27,921,700	\$ 32,773,000	\$ 4,851,300
Health Insurance (average)	\$ 1,358	\$ 1,397	\$ 1,316,189
State Industrial Insurance per Hour	0.1409/1.6308	0.1411/1.6393	\$ 375,438
WA State FML Act			\$ 2,961
Retirement Contribution (%)	12.97%	12.97%	\$ 479,808
Professional Services	\$ 2,398,100	\$ 3,861,000	\$ 1,462,900
Fuel & Lubricants	1,476,200	2,290,700	814,500
Tires & Tubes	237,300	332,000	94,700
Materials & Supplies	2,584,600	3,009,750	425,150
Utility	398,400	408,160	9,760
PL / PD Insurance (WSTIP)	1,348,100	1,234,200	(113,900)
Purchased Transportation	602,900	3,350,000	2,747,100
Rentals	219,400	312,239	92,839
Miscellaneous	344,600	911,033	566,433
Total Non-Labor	\$ 9,609,600	\$ 15,709,082	\$ 6,099,482

## 2020 Year-end Estimates / 2021 Proposal

		Boardings	Revenue Hours	Revenue Miles
<i>Total</i>				
	Total 2020 Budget	3,295,302	464,257	9,939,018
	Total 2020 Estimate	1,797,088	306,067	5,773,843
	<b>Total 2021 Proposed</b>	<b>2,934,000</b>	<b>465,000</b>	<b>9,253,000</b>
	<b>Proposed % Change Over Estimate</b>	<b>63.3%</b>	<b>51.9%</b>	<b>60.3%</b>
<i>Directly Operated</i>				
<b>Fixed Route</b>	Total 2020 Budget	2,134,200	189,309	2,974,416
	Total 2020 Estimate	1,314,825	178,815	2,817,525
	<b>2021 Proposed</b>	<b>1,830,000</b>	<b>206,000</b>	<b>3,242,000</b>
	<b>Proposed % Change Over Estimate</b>	<b>39.2%</b>	<b>15.2%</b>	<b>15.1%</b>
<b>DAR Tri-Cities</b>	Total 2020 Budget	303,200	132,007	2,015,475
	Total 2020 Estimate	164,683	78,279	1,242,399
	<b>2021 Proposed</b>	<b>270,000</b>	<b>119,000</b>	<b>1,825,000</b>
	<b>Proposed % Change Over Estimate</b>	<b>64.0%</b>	<b>52.0%</b>	<b>46.9%</b>
<b>Prosser</b>	Total 2020 Budget	22,876	4,667	106,747
	Total 2020 Estimate	6,860	2,078	57,534
	<b>2021 Proposed</b>	<b>21,000</b>	<b>4,000</b>	<b>96,000</b>
	<b>Proposed % Change Over Estimate</b>	<b>206.1%</b>	<b>92.5%</b>	<b>66.9%</b>
<b>Vanpool</b>	Total 2020 Budget	664,378	83,660	3,447,380
	Total 2020 Estimate	296,193	35,009	1,560,929
	<b>2021 Proposed</b>	<b>595,000</b>	<b>75,000</b>	<b>3,100,000</b>
	<b>Proposed % Change Over Estimate</b>	<b>100.9%</b>	<b>114.2%</b>	<b>98.6%</b>
<i>Purchased</i>				
<b>Paratransit - Arc</b>	Total 2020 Budget	80,648	14,614	233,736
	Total 2020 Estimate	9,298	1,778	28,176
	<b>2021 Proposed</b>	<b>73,000</b>	<b>15,000</b>	<b>240,000</b>
	<b>Proposed % Change Over Estimate</b>	<b>685.1%</b>	<b>743.6%</b>	<b>751.8%</b>
<b>Contracted Services - VIA</b>	Total 2020 Budget	90,000	40,000	1,161,264
	Total 2020 Estimate	5,229	10,108	67,280
	<b>2021 Proposed</b>	<b>145,000</b>	<b>46,000</b>	<b>750,000</b>
	<b>Proposed % Change Over Estimate</b>	<b>2673.0%</b>	<b>355.1%</b>	<b>1014.7%</b>

\*\* Please note that the **Proposed % Change Over Estimate** reflects the change between the 2021 Proposed and the 2020 Estimate. 2020 service levels have been significantly impacted by service reductions in response to COVID-19 resulting in the appearance of large increases that are not typical.

## 2021 Budget Build Analysis

	2018	2019	2020	2020	2021 Proposed	2021 Proposed over 2020 Forecast Var
<b>Operating Expense</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Forecast</b>	<b>Budget</b>	<b>%</b>
Salaries & Wages	15,276,600	16,488,234	18,260,300	16,619,200	20,287,000	22.1%
Employee Benefits	9,936,900	10,187,601	11,270,020	11,302,500	12,486,000	10.5%
<b>Total Labor</b>	<b>25,213,500</b>	<b>26,675,835</b>	<b>29,530,320</b>	<b>27,921,700</b>	<b>32,773,000</b>	<b>17.4%</b>
Professional Services	2,867,300	1,817,149	3,008,650	2,398,100	3,861,000	61.0%
Fuel & Lubricants	2,754,900	1,336,590	3,258,400	1,476,200	2,290,700	55.2%
Tires & Tubes	293,500	176,459	327,000	237,300	332,000	39.9%
Materials & Supplies	1,831,500	1,580,763	2,484,100	2,584,600	3,009,750	16.4%
Utilities	296,500	293,934	363,780	398,400	408,160	2.4%
Insurance and Liability	1,054,400	1,157,046	1,354,500	1,348,100	1,234,200	-8.4%
Purchased Transportation	2,136,800	1,072,904	3,173,400	602,900	3,350,000	455.6%
Rentals	123,800	66,961	140,150	219,400	297,970	35.8%
Interest	-	13,003	-	-	14,269	100.0%
Miscellaneous	364,200	420,021	799,500	344,600	911,033	164.4%
<b>Total Non-Labor</b>	<b>11,722,900</b>	<b>7,934,829</b>	<b>14,909,480</b>	<b>9,609,600</b>	<b>15,709,082</b>	<b>63.5%</b>
<b>Total Operating Expense</b>	<b>36,936,400</b>	<b>34,610,664</b>	<b>44,439,800</b>	<b>37,531,300</b>	<b>48,482,082</b>	<b>29.2%</b>

	2018	2019	2020	2020	2021 Proposed	2021 Proposed over 2020 Forecast Var
<b>Operating Expenditures</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Forecast</b>	<b>Budget</b>	<b>%</b>
Directly Operated Transportation						
Fixed Route	13,921,500	11,280,374	15,653,300	15,037,500	17,494,776	16.3%
Dial-A-Ride	10,401,100	10,722,370	11,526,100	9,249,000	11,586,605	25.3%
General Demand (Prosser)	589,800	502,288	526,200	414,100	472,032	14.0%
Vanpool	1,915,300	1,951,595	2,051,100	1,449,900	1,699,830	17.2%
Maintenance	1,522,700	1,900,448	2,073,700	2,345,200	2,586,201	10.3%
Purchased Transportation						0.0%
Paratransit - ARC	1,257,000	1,283,608	1,473,800	443,100	1,423,400	221.2%
Contracted Services	-	-	1,950,000	285,400	2,100,000	635.8%
Paratransit - Taxi	165,700	-	-	-	-	0.0%
Night Service	481,200	-	-	-	-	0.0%
Taxi Feeder Service	180,800	-	-	-	-	0.0%
Sunday Service	268,200	-	-	-	-	0.0%
Vanpool Guaranteed Ride Home	1,300	-	-	-	-	0.0%
Administration						0.0%
Human Resources	1,507,500	1,386,635	1,531,200	1,504,900	1,733,895	15.2%
Safety / Training	-	963,887	826,800	1,065,200	953,076	-10.5%
Executive / Administrative Service	3,068,300	2,611,655	3,865,600	3,654,400	4,841,464	32.5%
Marketing / Customer Service	-	1,291,711	1,724,500	1,392,400	2,182,317	56.7%
Planning / Service Development	1,656,000	716,094	1,237,500	690,200	1,408,486	104.1%
<b>Total Operating Expenditures</b>	<b>36,936,400</b>	<b>34,610,664</b>	<b>44,439,800</b>	<b>37,531,300</b>	<b>48,482,082</b>	<b>29.2%</b>

# Operations Department

## 2020 Major Accomplishments

1. PTASP approved by FTA and BFT Board or Directors.
2. Developed cleaning and sanitation SOP's to provide a safe working environment for the Ops Department and our community.
3. Implementation of Everbridge – Emergency alert system.
4. Trained all operations employees on the SMS including a PTASP overview and developed a document control program for management of PTASP documents.
5. Created a DAR Service Level Procedure to identify the safety and service level for our skilled facilities and large community partners.
6. Redesigned the DAR Scheduling process to increase employee productivity and knowledge while Eliminating errors and increasing accountability.
7. Sustained major preventable accidents at less than the .75 per 100,000-mile goal.
8. Implementation of the Ops Recognition Program – Beginning phases
9. Successfully managed COVID-19 pandemic response while retaining nearly 100% of our service.

## 2021 Goals

1. Finalize and implement new Procedure Manuals for Operators, Drivers, Dispatchers, Supervisors, Schedulers, and Reservationists.
2. 100% of Drivers and Operators receive refresher training.
3. 100% of Drivers receive at least one onboard observation, field observation, and performance evaluation.
4. Major preventable accidents at less than .75 per 100,000 miles.
5. Implement new technologies and software's to increase productivity, accountability, and responsibility.
6. Continue the implantation of the PTASP and SMS.
7. Expand the recently created Ops Recognition Program.

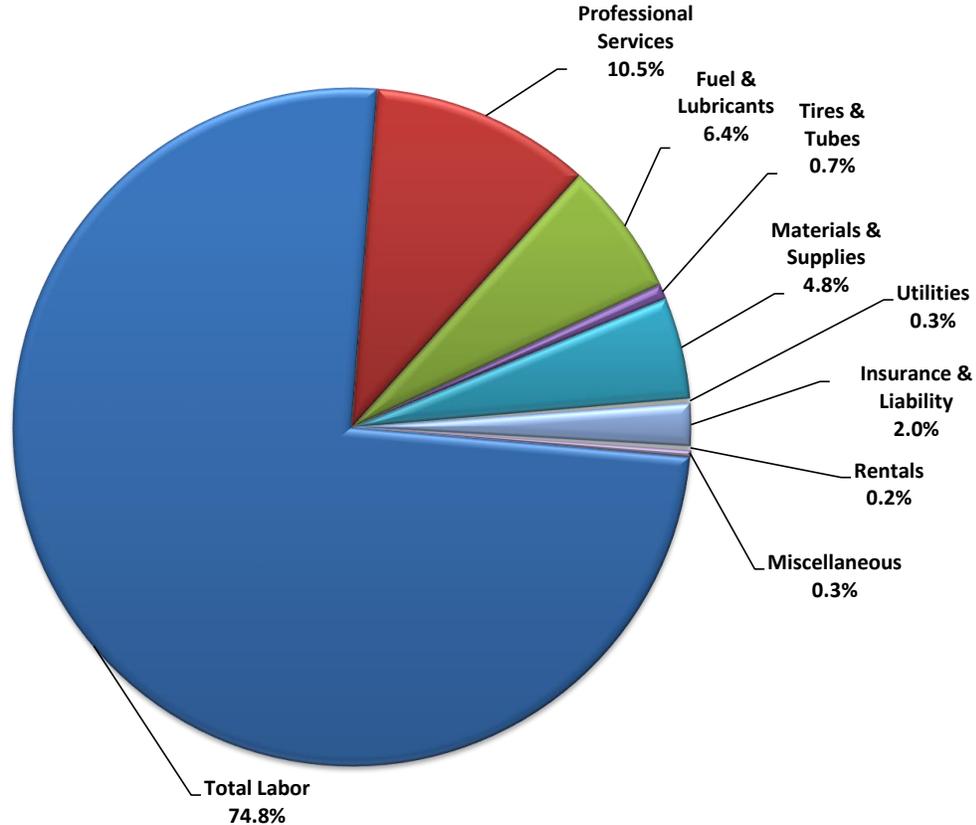
## 2021 Detailed Goals

1. New Procedures Manuals for Operators, Drivers, Supervisors, Dispatchers, Reservationists, and Schedulers.
  - a. Update and incorporate with new policies, procedures, and CBA language.
2. 100% of Drivers and Operators receive refresher training by the end 2021.
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. Major preventable accidents at less than .75 per 100,000 miles.
5. Implement new technologies and software's to increase productivity, accountability, and responsibility.
  - a. Research Operational Software options and other software applications. (Track-It, Safety Alerts)
  - b. Complete Procurement of Operational Software.
  - c. Complete in-depth training of all applicable staff.
6. Continue the implantation of the PTASP and SMS
  - a. Implement the Employee Reporting Program.

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- b. Develop criteria and processes for elevating safety risks to senior management.
  - c. Implementation of the Emergency Preparedness Plan.
7. Expand the Ops Recognition Program
- a. Develop new safety recognition
  - b. Update process with quarterly and yearly recognitions
8. Start strategic CBA planning session for the upcoming DAR, Fixed Route, and Supervisor negotiations.
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# Operations - (FR/DAR/Prosser)

## 2021 Proposed Budget



Expense	2018 Actuals	2019 Actuals	2020 Budget	2020 Forecast	2020	2021
					Forecast to	Proposed
					Budget	2021 Var
						%
Salaries & Wages	9,428,800	10,402,600	12,361,500	10,762,100	13,335,700	23.9%
Employee Benefits	6,044,300	6,755,600	7,951,520	8,120,400	8,775,500	8.1%
<b>Total Labor</b>	<b>15,473,100</b>	<b>17,158,200</b>	<b>20,313,020</b>	<b>18,882,500</b>	<b>22,111,200</b>	<b>17.1%</b>
Professional Services	2,012,400	2,240,300	2,517,150	2,510,400	3,096,600	23.4%
Fuel & Lubricants	1,358,900	1,720,200	2,580,300	1,203,900	1,892,600	57.2%
Tires & Tubes	192,700	186,300	206,500	148,700	211,500	42.2%
Materials & Supplies	556,200	833,000	1,271,300	1,198,000	1,429,350	19.3%
Utilities	100	3,600	87,680	69,100	74,710	8.1%
Insurance & Liability	421,700	517,100	628,500	626,600	589,300	-6.0%
Purchased Transportation	-	-	-	-	-	0.0%
Rentals	26,100	41,500	48,650	46,100	53,153	15.3%
Miscellaneous	22,900	17,700	52,500	15,300	95,000	520.9%
<b>Total Non-Labor</b>	<b>4,591,000</b>	<b>5,559,700</b>	<b>7,392,580</b>	<b>5,818,100</b>	<b>7,442,213</b>	<b>27.9%</b>
<b>Total Operating Expenses</b>	<b>20,064,100</b>	<b>22,717,900</b>	<b>27,705,600</b>	<b>24,700,600</b>	<b>29,553,413</b>	<b>19.6%</b>

# Maintenance

## 2020 Major Accomplishments

1. Zero lost time accidents.
2. Purchase a refuge 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 Facilities Maintenance shop.

## 2021 Goals

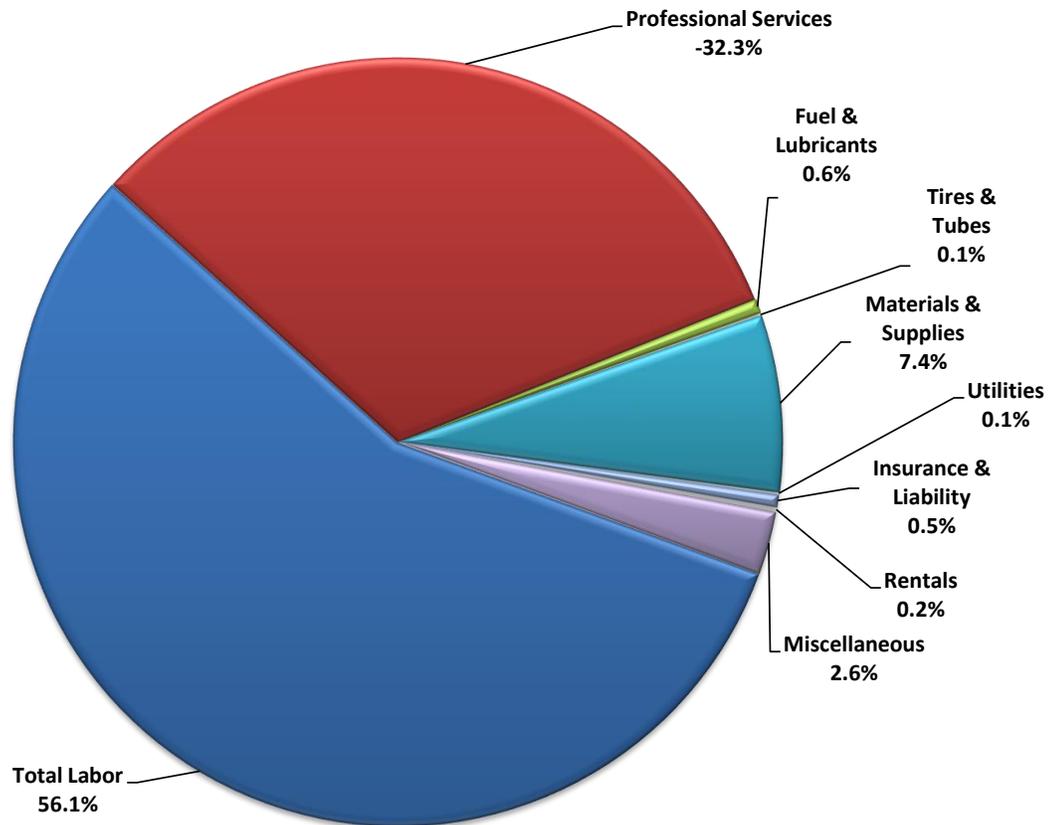
1. Continue safety training with all maintenance personnel.
2. Continue to upgrade tools as needed.
3. Replace shop HVAC system old system is outside state of good repair.
4. Continue training as needed for Maintenance staff.
5. Addition of new heavy-duty facilities /shop vehicle.
6. Order ZEP battery electric Bus.
7. Make a permanent pit and cover for de-ice material

## 2021 Detailed Goals

1. Implemented safety and training programs will continue to help achieve zero lost time accidents
2. Purchase and upgrade shop tools to create efficiencies in Maintenance and Facilities. Upgraded tools will allow workers to complete tasks safer and more efficiently.
3. Purchase and install new HVAC system in shop to ensure system is in a State of Good Repair.
4. Continue to provide four quarterly safety training classes to 100% of maintenance/facilities staff and continue monthly training.
5. Retrofitted Facilities Maintenance van will be replaced with a heavy-duty truck more capable of hauling and towing.
6. Expand the Ben Franklin Transit power grid to provide sufficient power to support the installation of four charging stations - including the capacity to add up to ten stations. Increased capacity is necessary to accommodate the future purchase of electric buses.
7. Have A&E design covered shelter for on-site de-ice material

# Maintenance

## 2021 Proposed Budget



Expense	2018 Actuals	2019 Actuals	2020 Budget	2020 Forecast	2021 Proposed Budget	2020 Forecast to 2021 Var %
Salaries & Wages	1,938,400	2,114,154	2,134,900	2,266,600	2,640,900	16.5%
Employee Benefits	1,163,800	1,268,244	1,276,900	1,326,000	1,452,600	9.5%
<b>Total Labor</b>	<b>3,102,200</b>	<b>3,382,398</b>	<b>3,411,800</b>	<b>3,592,600</b>	<b>4,093,500</b>	<b>13.9%</b>
Professional Services	(2,027,100)	(2,037,854)	(2,062,400)	(2,017,200)	(2,353,400)	16.7%
Fuel & Lubricants	48,600	50,990	48,200	51,100	44,500	-12.9%
Tires & Tubes	6,400	11,636	7,500	3,200	7,500	134.4%
Materials & Supplies	326,200	380,987	466,200	645,700	541,500	-16.1%
Utilities	-	5,617	4,700	5,000	5,470	9.4%
Insurance & Liability	25,800	26,403	30,100	30,100	38,400	27.6%
Purchased Transportation	-	-	-	-	-	0.0%
Rentals	10,100	25,951	12,500	13,500	16,531	22.5%
Miscellaneous	30,500	54,320	155,100	21,200	192,200	806.6%
<b>Total Non-Labor</b>	<b>(1,579,500)</b>	<b>(1,481,950)</b>	<b>(1,338,100)</b>	<b>(1,247,400)</b>	<b>(1,507,299)</b>	<b>20.8%</b>
<b>Total Operating Expenses</b>	<b>1,522,700</b>	<b>1,900,448</b>	<b>2,073,700</b>	<b>2,345,200</b>	<b>2,586,201</b>	<b>10.3%</b>

# Planning

## 2020 Major Accomplishments

1. Queensgate Village Transit Hub at Tulip Lane P&R - Concept design completed and ROW acquisition initiated.
2. Initiated interlocal (risk-sharing/risk allocation) agreement with City of Pasco for Downtown Transit Hub
3. Developed bus stop design standards to meet ADA Requirements using BFT's standard amenities
4. Refined bus stop locations in the planned Route 1 Frequent Service Corridor based on standard spacing and connectivity prior to placing new standards. Developed bid documents for construction of new bus pads meetings revised design standards (systemwide, with initial focus on Route 1).
5. Achieved private landowner agreements for construction of amenities at key bus stop locations.
6. Initiated the future "Route 2" Frequent Service Corridor to provide 15-minute service between Pasco and Richland via CBC (temporarily suspended due to pandemic).
7. Initiated CONNECT, powered by Via, BFT's first-and-last-mile service connects riders from neighborhoods and business to the fixed-route network (initial pandemic service modified to enhance coverage for modified services and to improve connections to essential businesses and services under the Governor's emergency declaration).
8. Completed all compliance activities, including FTA reporting for NTD, Title VI, ADA accommodation, Human Service/Public Transportation collaboration, and Charter service. Completed annual Transit Development Plan (TDP) and submitted to BFCG and WSDOT.
9. Completed NEPA Documented Categorical Exclusion (staff led, with cultural resources and historic preservation support from TCF) and submitted to FTA (FTA approved). Entered into Section 106 consultation led by FTA Region 10 which, due to the pandemic, had an extended open period (tribal comments received in late spring, but open period is officially 30 days starting August 17, 2020 due to the FTA "pausing" all Section 106 consultation activities). Formal tribal/historic program requirements are expected after mid-September.
10. Met Q12 goals: All Planning staff took the Gallup Clifton Strength Survey. Follow-up discussions with existing staff held; update with new staff have been planned.

## 2021 Goals

1. Complete 100% design, land acquisition, and bid documents for Queensgate Village Transit Hub.
2. Complete 30% design requirements and support City of Pasco with initial project planning/land acquisition, for Downtown Pasco Transit Hub.
3. Identify ROW requirements for enhanced amenities for all bus stops on the planned Route 1 and at major stops on the Route 2 Frequent Service Corridor for priority amenity installation.
4. Obtain at private landowner agreements for expanded amenities at up to 50 new bus stop locations and initiate bus shelter pad construction, all meeting the new ADA-compliant design standard. Complete construction and amenity installation at those sites.
5. Reinstate full service on Route 268 (once in-class school attendance begins) and rebrand the combined routes 225 and 268 as the Route 2 Frequent Service Corridor.
6. Procure sign design standards document and new signs, initially to be installed with rollout of Routes 1 and 2 Frequent Service Corridors.
7. Subject to funding availability and pandemic status, reinstate all regular fixed-route services and full service hours on CONNECT. Evaluate Sunday services and Prosser/Benton City service restructure for full implementation in late 2021.
8. Complete all compliance activities, including FTA reporting for NTD, Title VI, ADA accommodation, Human Service/Public Transportation collaboration, and Charter service. Complete annual Transit

Development Plan (TDP) Update and submit to BFCG and WSDOT. Incorporate BFT routes and stop-level ridership into BFCG regional transportation model.

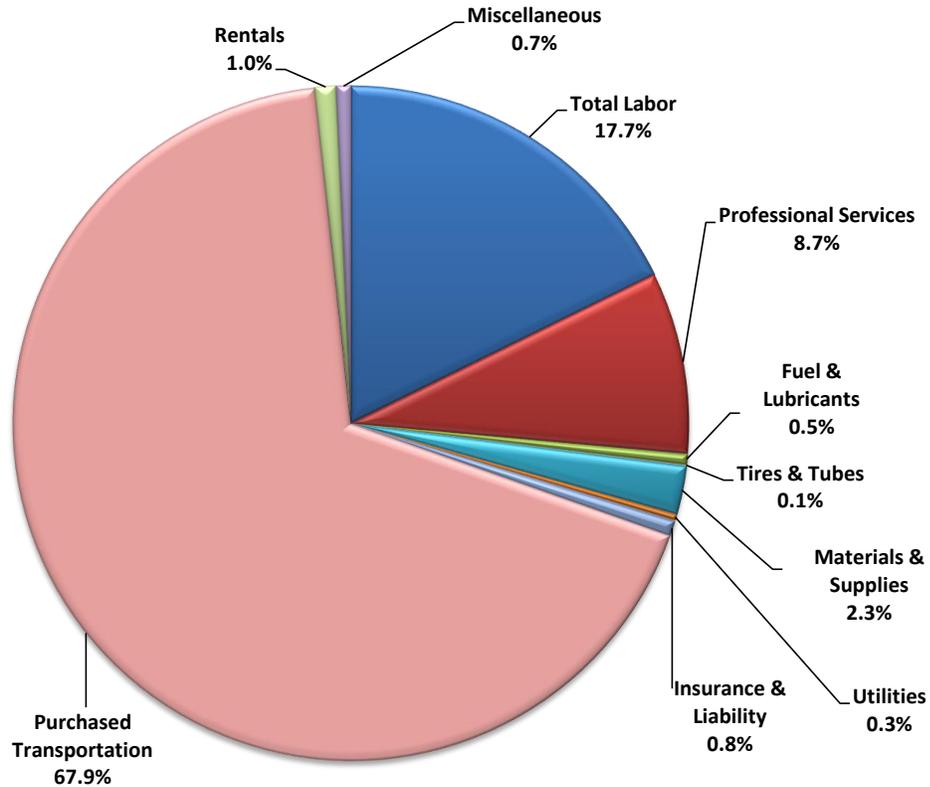
9. Submit final grant funding documentation for Operations Building into TRaMS (early in 2021). Complete 70% design on new Operations Building (by December).
10. Achieve measurable improvements in Q12 and Gallup Employee Satisfaction Surveys.

## 2021 Detailed Goals

1. Frequent Corridor Service infrastructure and branding (also applies to Route #268+225=FSC Route #2).
  - a. Bus stop spacing/locations approved; designs prepared for standard site construction
  - b. Issue work orders for stops shelter pad construction based on BFT Bus Stop Standard Design manual
  - c. Begin design of any custom shelter pads that require retaining wall, sidewalk, utility work, etc.
  - d. Ensure driver comfort facilities are available at Pasco terminus of FSC Route #1
  - e. Branding and Marketing Plan, includes Bus Stop Design Standards
2. (a) Queensgate Transit Hub design.
  - a. A&E Preliminary Design for road construction and utilities
  - b. Architectural Design
  - c. Park-and-Ride component
  - d. Permits and Approvals
2. (b) Downtown Pasco Transit Hub design
  - a. Interlocal agreement signed - partnership arrangement, i.e. BFT purchase adjacent land with joint development
  - b. Prepare justification for vacation of roadway
  - c. Public engagement process
3. West Pasco Transit Hub.
  - a. Siting requirements.
  - b. Alternative analysis
4. Prosser & Benton City Transit Service analysis and strategic plan
  - a. Community Survey - focus on need and gap analysis
  - b. Stakeholders strategic planning process
  - c. Service concepts and steering team prioritization
  - d. Draft Plan of action
5. Amenities Program continuation
  - a. Jurisdictional collaboration and Partner agreements
  - b. Concrete contract management
  - c. Installation contract management
  - d. Purchase of equipment
6. BFCG Regional Transportation Model - upload current routing and boarding by stop into Transit Module of Cube
  - a. Liaison to participate in model development
  - b. Synchronize T-Best efforts with Regional Model

# Planning / Service Development

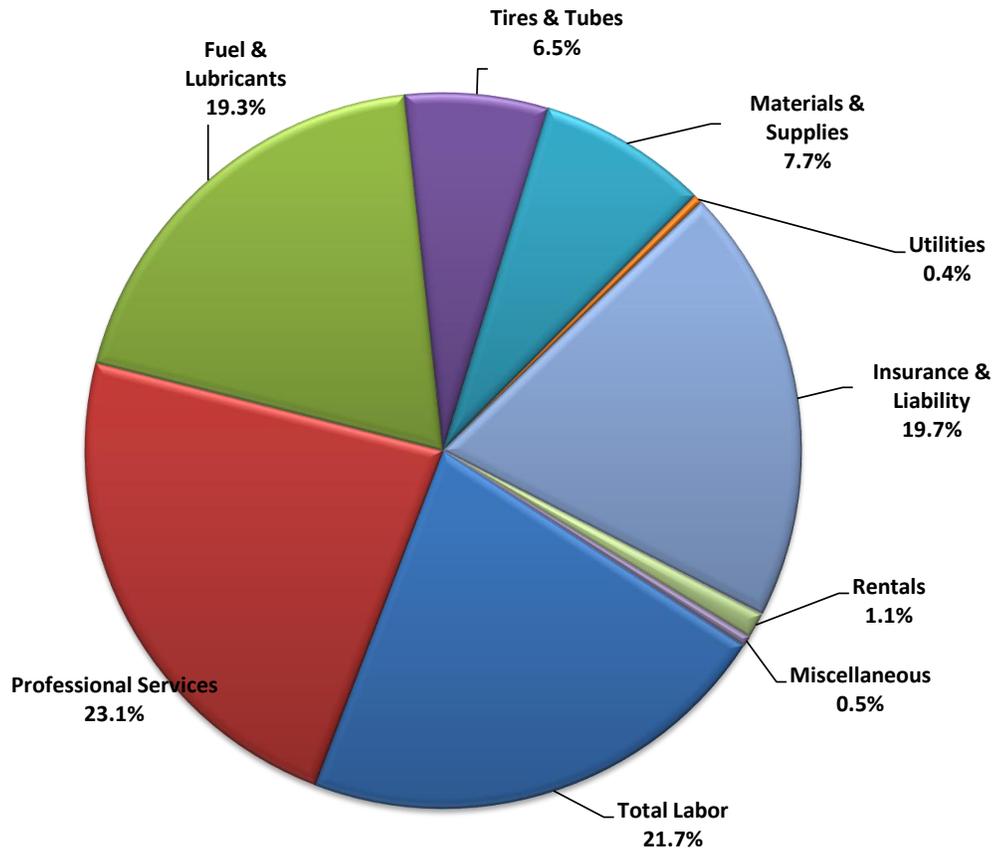
## 2021 Proposed Budget



Expense	2018 Actuals	2019 Actuals	2020 Budget	2020 Forecast	2020	2021
					Forecast	Proposed Budget
Salaries & Wages	606,400	332,493	533,400	389,500	564,600	45.0%
Employee Benefits	358,900	181,162	296,600	208,200	309,900	48.8%
<b>Total Labor</b>	<b>965,300</b>	<b>513,655</b>	<b>830,000</b>	<b>597,700</b>	<b>874,500</b>	<b>46.3%</b>
Professional Services	732,100	220,160	409,100	43,900	428,700	876.5%
Fuel & Lubricants	85,000	77,102	95,400	18,200	25,200	38.5%
Tires & Tubes	-	-	3,000	-	3,000	100.0%
Materials & Supplies	42,000	71,937	90,100	67,900	115,200	69.7%
Utilities	-	2,660	4,000	12,100	14,480	19.7%
Insurance & Liability	29,700	28,359	36,600	36,500	37,500	2.7%
Purchased Transportation	2,136,800	1,072,904	3,173,400	602,900	3,350,000	455.6%
Rentals	6,100	111	1,400	29,000	49,406	70.4%
Miscellaneous	13,200	12,815	18,300	10,500	33,900	222.9%
<b>Total Non-Labor</b>	<b>3,044,900</b>	<b>1,486,047</b>	<b>3,831,300</b>	<b>821,000</b>	<b>4,057,386</b>	<b>394.2%</b>
<b>Total Operating Expenses</b>	<b>4,010,200</b>	<b>1,999,702</b>	<b>4,661,300</b>	<b>1,418,700</b>	<b>4,931,886</b>	<b>247.6%</b>

# Vanpool

## 2021 Proposed Budget



Expense	2018 Actuals	2019 Actuals	2020 Budget	2020 Forecast	2021 Proposed Budget	2020 Forecast to 2021 Var %
Salaries & Wages	212,800	229,963	225,600	209,200	242,100	15.7%
Employee Benefits	125,100	134,016	128,700	134,500	126,100	-6.2%
<b>Total Labor</b>	<b>337,900</b>	<b>363,979</b>	<b>354,300</b>	<b>343,700</b>	<b>368,200</b>	<b>7.1%</b>
Professional Services	410,500	409,707	456,500	277,600	393,100	41.6%
Fuel & Lubricants	583,600	519,819	534,500	203,000	328,400	61.8%
Tires & Tubes	96,600	107,106	110,000	85,400	110,000	28.8%
Materials & Supplies	90,600	122,070	129,900	84,000	130,600	55.5%
Utilities	-	1,887	4,200	8,100	6,600	-18.5%
Insurance & Liability	379,100	420,172	432,400	431,300	335,100	-22.3%
Purchased Transportation	-	-	-	-	-	0.0%
Rentals	15,900	3,400	20,200	15,300	19,527	27.6%
Miscellaneous	1,100	3,455	9,100	1,500	8,303	453.5%
<b>Total Non-Labor</b>	<b>1,577,400</b>	<b>1,587,616</b>	<b>1,696,800</b>	<b>1,106,200</b>	<b>1,331,630</b>	<b>20.4%</b>
<b>Total Operating Expenses</b>	<b>1,915,300</b>	<b>1,951,595</b>	<b>2,051,100</b>	<b>1,449,900</b>	<b>1,699,830</b>	<b>17.2%</b>

# Human Resources

## 2020 Major Accomplishments

1. Staffed 2 Key Executive Roles – Director of Operations & Director of Finance
2. Participated and responded to FTA Audit of Drug & Alcohol Programs
3. Finalized DAR Dispatcher negotiations and implemented CBA
4. Finalized Mechanics negotiations and implemented CBA
5. Staffed 3 Key Management Roles – IT Manager, Finance Manager, Labor Relations Manager
6. Staffed 35 other Agency positions
7. Created new BFT Drug & Alcohol Policy
8. Created process and reporting for BFT Supplemental COVID-19 leave and FFCRA leaves
9. Conducted 2020 Salary Survey of comparable agencies and local jurisdictions
10. Two HR staff completed Contract Tracing certifications for COVID-19
11. Completed a variety of employee communications, processes and policies related to COVID-19

## 2021 Goals

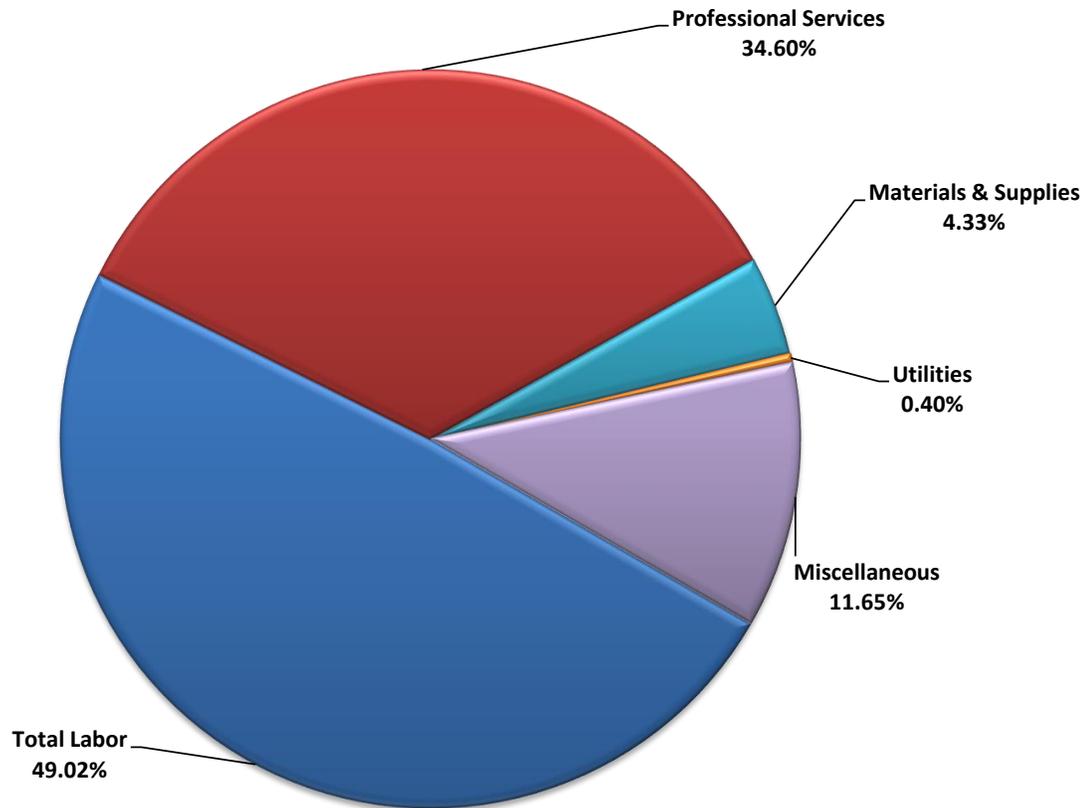
1. Implement phase two of new Organizational Structure - (carry over from 2020)
2. Finalize Succession Plan for BFT – (carry over from 2020)
3. Review/update/create identified personnel policies (continuous)
4. Implement improved methods for candidate selection to secure top talent for the Agency
5. Implement Management Employee Orientation program

## 2021 Detailed Goals

- 1. Implement phase two of new Organizational Structure**
  - a) Identify ideal inter-departmental hierarchy for organizations
  - b) Reassign reporting structures and roles according to organizational structure
  - c) Address compensation and/or classification changes
  - d) Communicate to employees
- 2. Finalize Succession Plan for BFT**
  - a) Identify high potential staff
  - b) Create career path options based on Organizational Structure and individual aims
  - c) Implement development plans and training for high potential staff
- 3. Review/update/create identified personnel policies**
  - a) Update Anti-harassment, EEO, Education Assistance, Complaint Procedure and Recruiting/Selection/Policy
- 4. Optimize technology for improved methods to secure top talent for the Agency**
  - a) Implement pre-employment assessments measuring cognitive, emotional and leadership skills.
  - b) Develop “ideal candidate” criteria for online survey to assess best match for all Driving roles
  - c) Implement behavior-based interview question bank for use Agency-wide.
  - d) Train hiring managers on selection practices, philosophies, and “Insight” Applicant Tracking.
- 5. Implement Management Employee Orientation program**
  - a) Update all forward facing BFT materials
  - b) Incorporate leadership interactions
  - c) Integrate Transit 101 and BFT System learnings
  - d) Optimize technology to create New Management Orientation SharePoint page

# Human Resources

## 2021 Proposed Budget



Expense	2018 Actuals	2019 Actuals	2020 Budget	2020 Forecast	2021 Proposed Budget	2020 Forecast to 2021 Var %
Salaries & Wages	419,100	367,457	500,000	488,500	584,200	19.6%
Employee Benefits	255,800	158,973	200,900	195,000	265,700	36.3%
<b>Total Labor</b>	<b>674,900</b>	<b>526,430</b>	<b>700,900</b>	<b>683,500</b>	<b>849,900</b>	<b>24.3%</b>
Professional Services	736,500	771,649	595,000	712,200	600,000	-15.8%
Fuel & Lubricants	-	-	-	-	-	0.0%
Tires & Tubes	-	-	-	-	-	0.0%
Materials & Supplies	22,400	36,303	34,000	61,000	75,000	23.0%
Utilities	-	897.91	800.00	1,700	7,000	311.8%
Insurance & Liability	-	-	-	-	-	0.0%
Purchased Transportation	-	-	-	-	-	0.0%
Rentals	-	-	-	-	-	0.0%
Miscellaneous	73,700	51,354	200,500	46,500	201,995	334.4%
<b>Total Non-Labor</b>	<b>832,600</b>	<b>860,205</b>	<b>830,300</b>	<b>821,400</b>	<b>883,995</b>	<b>7.6%</b>
<b>Total Operating Expenses</b>	<b>1,507,500</b>	<b>1,386,635</b>	<b>1,531,200</b>	<b>1,504,900</b>	<b>1,733,895</b>	<b>15.2%</b>

# Marketing

*(includes Marketing & Communications + Customer Service departments)*

## 2020 Major Accomplishments

1. Executed multi-phased marketing and communications campaign for the enhanced launch of new on-demand service, BFT CONNECT, in response to COVID-19 service impacts.
2. Supported public involvement processes for: Transit Development Plan and 2021 Proposed Capital and Operating Budget.
3. Provided comprehensive and ongoing internal and external communications and media relations support throughout the COVID-19 pandemic, with frequently changing guidance and minimized response time.
4. Participated in customer service training for new drivers and operators.
5. Completed signage overhaul for newly renovated Knight Street Transit Center.
6. Worked with HR to complete all communications elements for a 49-week culture initiative to be launched for employees.
7. Completed 103 functional assessments and ten travel training sessions (by March, pre-pandemic) in support of Dial-A-Ride eligibility determinations and facilitate independent use of the fixed route system, respectively.
8. Promoted the launch of globally BFT's new exclusive trip planning app, called Transit

## 2021 Goals

1. Continue comprehensive community outreach to key demographics
2. Establish and update branded templates for use agency wide
3. Complete renovations to Three Rivers Transit Center to support service model with improved safety
4. Re-establish travel training opportunities with enhanced safety and use of virtual methods in mind
5. Pursue two key brand enhancement initiatives
6. Make key hire in Marketing to support expanded bandwidth demand

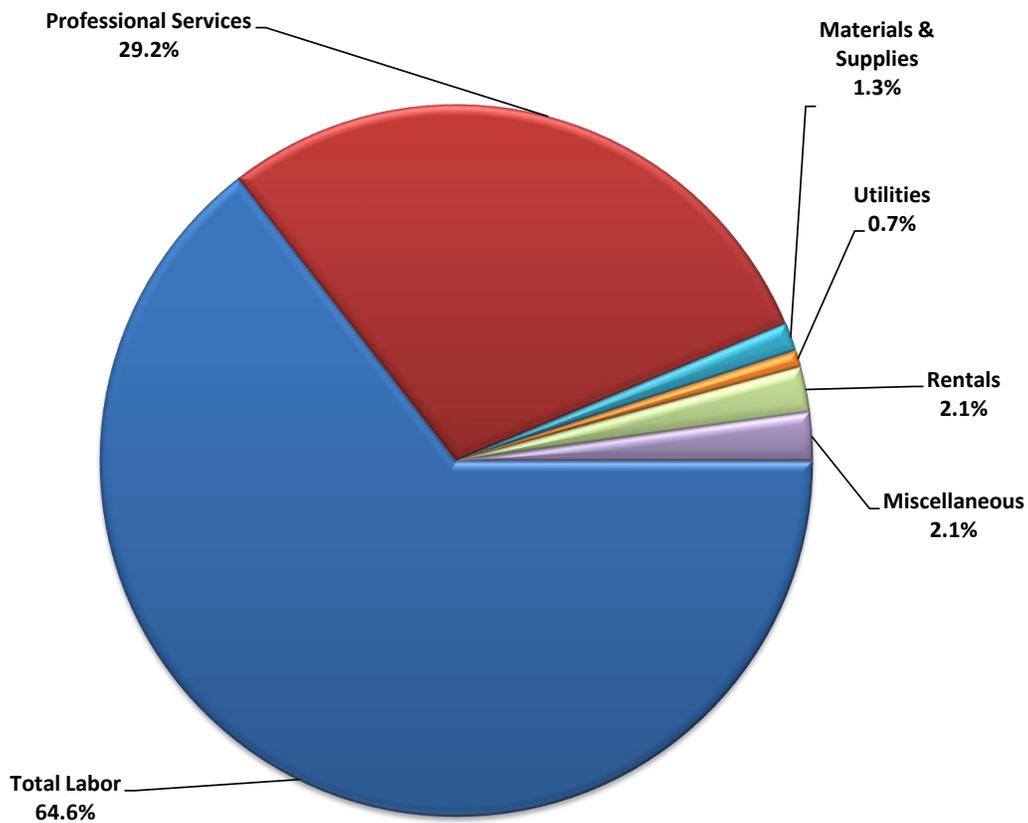
## 2021 Detailed Goals

1. Continue comprehensive community outreach to key demographics
  - a. Execute tailored programs/promotions to targeted rider groups including senior, student, and commuter/choice to promote key agency and service messages by end of year
  - b. This includes all communications regarding any ongoing pandemic response and ridership recovery efforts
2. Establish and update branded templates for use agency wide
  - a. Complete suite of approved branded templates and provide to staff in centralized location to further assist with consistent brand implementation by end of year
3. Complete renovations to Three Rivers Transit Center
  - a. With appropriate internal partners, oversee the completion of approved capital improvements to Three Rivers Transit Center to add needed parking and improve safety and security, efficiency of customer transactions, and effectiveness of space utilization for multiple designated functions by end of year *(pending identification of contractor and actual proposed timeline)*

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4. Identify and pursue travel training opportunities with enhanced safety and use of virtual methods in mind
    - a. Identify safe methods to reintroduce travel training and explore the use of technology such as virtual meeting platforms, video, and/or interactive web tools by end of year
    - b. Test and/or pursue identified methods with appropriate audiences
  5. Pursue two key brand enhancement initiatives
    - a. Redesign the BFT external website to improve and enhance access to key information including safety, rider alerts, available services, trip planning (maps, schedules, tools), career and public involvement opportunities, and more while incorporating required ADA accessibility features by end of year
    - b. Begin visual updates to bus exteriors by applying large-format brand enhancing graphics to at least 10 buses by end of year
  6. Make key staffing addition/adjustment in Marketing to support expanded bandwidth demand
    - a. Permanently place a Manager to oversee Marketing & Communications and support additional bandwidth demand internally and externally, including to restore and grow ridership post pandemic
    - b. Determine additional staff support needed for internal and external communications, and if warranted, propose for contract or permanent recruitment.

# Marketing / Customer Service

## 2021 Proposed Budget



Expense	2018 Actuals	2019 Actuals	2020 Budget	2020 Forecast	2021 Proposed Budget	2020 Forecast to 2021 Var %
Salaries & Wages	-	391,308	713,800	702,500	877,400	24.9%
Employee Benefits	-	242,218	471,400	434,500	531,500	22.3%
<b>Total Labor</b>	-	<b>633,526</b>	<b>1,185,200</b>	<b>1,137,000</b>	<b>1,408,900</b>	<b>23.9%</b>
Professional Services	-	615,606	486,200	175,800	637,000	262.3%
Fuel & Lubricants	-	-	-	-	-	0.0%
Tires & Tubes	-	-	-	-	-	0.0%
Materials & Supplies	-	9,217	19,100	9,100	28,200	209.9%
Utilities	-	2,849.42	2,500.00	11,800	16,100	36.4%
Insurance & Liability	-	-	-	-	-	0.0%
Purchased Transportation	-	-	-	-	-	0.0%
Rentals	-	3,269	6,800	31,000	45,217	45.9%
Miscellaneous	-	27,243	24,700	27,700	46,900	69.3%
<b>Total Non-Labor</b>	-	<b>658,185</b>	<b>539,300</b>	<b>255,400</b>	<b>773,417</b>	<b>202.8%</b>
<b>Total Operating Expenses</b>	-	<b>1,291,711</b>	<b>1,724,500</b>	<b>1,392,400</b>	<b>2,182,317</b>	<b>56.7%</b>

# Safety & Security Department

## 2020 Major Accomplishments

1. Completed the BFT PTASP and was approved by staff, FTA, and BFT's Board of Directors
2. BFT PTASP was also provided to the WSDOT and BFCOG as required under the plan
3. Development and implementation plan for the PTASP
4. Development of training materials for the Board, Employees and SMS leadership team key staff
5. All indication shows that all BFT employees will receive training on SMS and the PTASP by year's end
6. Updated BFT Emergency Preparedness Plan (EPP)
7. Assisted with implementation of COVID-19 policies and procedures...cleaning/disinfecting SOPs of facilities and rolling stock, Inventory, etc.
8. Assisted with 2<sup>nd</sup> Harvest Food distribution events...planning, scheduling, overseeing, etc.
9. Developed and implemented the Outdoor Heat Exposure program
10. Developed and implemented the Tractor Safety program
11. Powered industrial trucks performance evaluations conducted – 1<sup>st</sup> half of classroom training completed

## 2021 Goals

1. **Implement phase 1.5 (Employee Safety Reporting Program - ESRP) & 2.0 (Safety Risk Management) of the PTASP**
2. **Set Safety Performance Targets for 2021 PTASP**
3. **Implement MOA safety and security improvements**
4. **Implement a new safety award program**
5. **Develop programs for Hazard Communication, LOTO and PPE**
6. **Sustain major preventable accidents at less than .75 accidents per 100,000 miles**

## 2021 Detailed Goals

1. **Implement phase 1.5 & 2.0 of the PTASP**
  - a. Develop the training materials for the use of the ESRP
  - b. Communication of the ESRP to all BFT staff
  - c. Train on the use of the ESRP to all BFT staff
  - d. Develop and implement a pilot program (using Maintenance and Ops employees) for the ESRP
  - e. Train administrator on the use of ESRP
  - f. Implement the ESRP for all BFT staff
  - g. Train SMS leadership on hazard identification, use of safety risk assessment, use of SRM log, and training on Safety Risk Mitigation
2. **Set Safety Performance Targets for 2021 PTASP**
  - a. Set Safety Performance Targets per the requirements of the National Public Transportation Plan (at minimum)

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**3. Implement MOA safety and security improvements**

- a. Perimeter fencing around employee parking lots
- b. Install surveillance camera system for all BFT facilities (MOA, TCs, 3 Rivers, etc. & employee and bus parking lots)
- c. Install warning signs for the general public
- d. Install additional lot lighting as necessary
- e. Install automated entrance gate into bus lot

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**4. Implement a new safety award program**

- a. Review transit industry best practices for reward programs
- b. Develop awards that apply to all employee groups

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**5. Develop programs for Hazard Communication, LOTO and PPE**

- a. Develop programs that meet DOSH requirements

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**6. Sustain major preventable accidents at less than .75 accidents per 100,000 miles**

# Operations Training & Performance Department

## 2020 Major Accomplishments

- 1 Completed 100% DAR/Fixed Route 2019 Refresher Training (220 Operators)
- 2 Completed 100% of all Operator Driver Certification, Return-to-Duty, Post Accident Training and Driver Ride Assessment Training
- 3 Successfully developed & implemented COVID-19 response training and SOP development for: Maintenance & Vehicle Service Workers on Cleaning & Sanitization, Proper use of PPE, Use of BruTab6S, Supervisory support as required, BFT System Recovery Plan, Participation at the Food Harvest events, etc.)
- 4 Hired 2 additional Training Technicians & successfully moved into a new training facility
- 5 Implemented De-Escalation Training for all of Operation's personnel (Supervisors, Dispatcher, Reservationists, Schedulers, Ops Admin)
- 6 Curriculum Development: Combined New Driver Certification Course Guide for DAR/Fixed Route and integrated new WSTIP curriculum
- 7 Industry Safe: Uploaded all 2019 training records
- 8 Provided CDL training for 2 Maintenance workers and 1 road Supervisor, as well as, updated entire BFT CPR training and conducted for all expired DAR Operators, Maintenance and new FR Operators

## 2021 Goals

- 1 Complete 100% of all New Operator Certification Training, 100% DAR/Fixed Route Refresher Training and other operations employee development training as required.
- 2 Implement new training curriculum for DAR/Fixed Route Dispatchers, Reservationists and Scheduling.
- 3 Integrate use of State-of-the-Art Training Technology to facilitate formal learning & development within BFT Operations.
- 4 Update & formalize the implementation and document control all Operations Program Policies and Procedures manuals and ensure integration of a robust document control process.
- 5 Hire 3 new Operations Training & Performance Training Technicians
- 6 Implement new Operator Mentoring Program for DAR/Fixed Route
- 7 Align Operations training initiatives to drive BFT's overall strategy and direction.
- 8 Implement key performance indicators to monitor the quality and impact for all BFT learning applications

## 2021 Detailed Goals

- 1 In addition to Operations Certification Training and other employee development initiatives, provide training support to Maintenance (CDL Certification, PTASP & SMS implementation,) as well as, continued implementation of Leadership Development, Coaching Employee Engagement, COVEY training, as requested by Operations Management and other BFT partners. This is an on-going process.
- 2 Implement Instructional System Design process (assessment, design, development, implementation & evaluation) for new DAR/Fixed Route Dispatcher, Reservationists and Scheduling training curriculum.
- 3 Integrate State-of-the-Art Training Technology to current BFT Operations Training & Performance platforms including: various transit and regulatory eLearning applications, in-house video production, pod

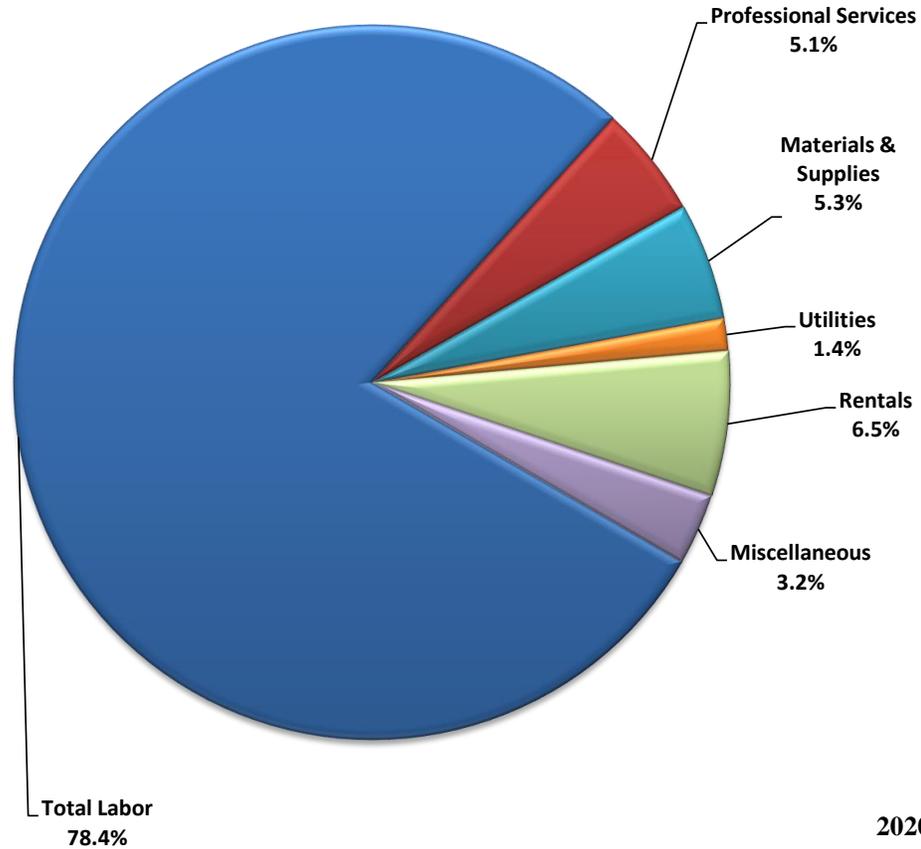
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casts, use of electronic driver assessments, use of tablets and the incorporation of a BFT Bus Simulator and Bus Simulator Training Program.

- 4 Update and formalize all Operations Manuals to include: BFT DAR & Fixed Route Rules & Policies Manual, BFT Operations Supervisor Manual, DAR & Fixed Route Dispatch Manuals
- 5 Hire 3 Training Technicians
- 6 Enlist best practices of implementing a BFT Transit Mentoring Program
- 7 Align Operations through the implementation of the 2021 BFT Operation's Playbook to provide strategic direction in the following focus areas: **Employee Engagement, Employee Development, Safety & Security, Communication, System Performance and Image of the System.**
- 8 Quarterly analysis of key performance indicators such as safety, customer service, Operator feedback to assist Operations Training & Performance in identifying performance gaps and implementing effective training solutions. On-Going

# Safety / Training

## 2021 Proposed Budget



Expense	2018 Actuals	2019 Actuals	2020 Budget	2020 Forecast	2021 Proposed Budget	2020 Forecast to 2021 Var %
Salaries & Wages	-	530,910	436,200	608,400	501,100	-17.6%
Employee Benefits	-	260,180	274,600	330,900	246,500	-25.5%
<b>Total Labor</b>	-	<b>791,090</b>	<b>710,800</b>	<b>939,300</b>	<b>747,600</b>	<b>-20.4%</b>
Professional Services	-	96,650	8,200	38,400	48,200	25.5%
Fuel & Lubricants	-	-	-	-	-	0.0%
Tires & Tubes	-	-	-	-	-	0.0%
Materials & Supplies	-	17,904	46,000	19,400	50,600	160.8%
Utilities	-	5,378	5,000	10,700	13,800	29.0%
Insurance & Liability	-	-	-	-	-	0.0%
Purchased Transportation	-	-	-	-	-	0.0%
Rentals	-	4,856	24,800	34,600	62,276	80.0%
Miscellaneous	-	48,010	32,000	22,800	30,600	34.2%
<b>Total Non-Labor</b>	-	<b>172,797</b>	<b>116,000</b>	<b>125,900</b>	<b>205,476</b>	<b>63.2%</b>
<b>Total Operating Expenses</b>	-	<b>963,887</b>	<b>826,800</b>	<b>1,065,200</b>	<b>953,076</b>	<b>-10.5%</b>

# Administrative Services Department

## 2020 Major Accomplishments

1. Clean Financial and Accountability audit reports received with no audit findings
2. Received Certificate of Achievement for Excellence in Financial Reporting for the eighth consecutive year
3. NTD Ridership audit completed and accepted by FTA
4. Supported multi-year Teamster audits of Pension and Health & Welfare plans
5. Implemented changes and retroactive adjustments associated with the completion of negotiations of several CBAs.
6. Partner with HR to rapidly develop multiple COVID leave pay codes to ensure clean and accurate reporting, compliance with various regulatory requirements and accuracy of available leave balances
7. Completed procedures for the POS and RidePro financial reporting conversions
8. The entire team completed the Clifton StrengthsFinder assessment and team meetings were held to better understand team dynamics, differences in strengths and how to work more effectively together
9. Rapid IT response to COVID-19 and office closure by supporting the urgent need to create a work from home/remote work environment.
10. Rapid functional adjustments to continue normal day-to-day operations due to sudden remote work requirement. Adapt and adopt a new way of getting things done in a distributed environment.
11. Complete first ever PCI-DSS audit on IT system
12. Support IT and infrastructure preparations to occupy new 1355 facility
13. Fully staffed entire department, including management positions not fully staffed in several years (75% of Admin Services management team is new to the agency in 2020)
14. Respond and react to COVID by utilizing CARES Act funding to purchase materials and supplies directly used for preventing the spread of COVID
15. Improvement to procurement practices from being heavily paper based to using electronic tools to help improve processes in a remote work environment while still maintaining compliance with regulatory requirements
16. Supported substantial increase in business volume (i.e. 20% increase in the number of contracts), payroll, transactional activity, etc.

## 2021 Goals

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

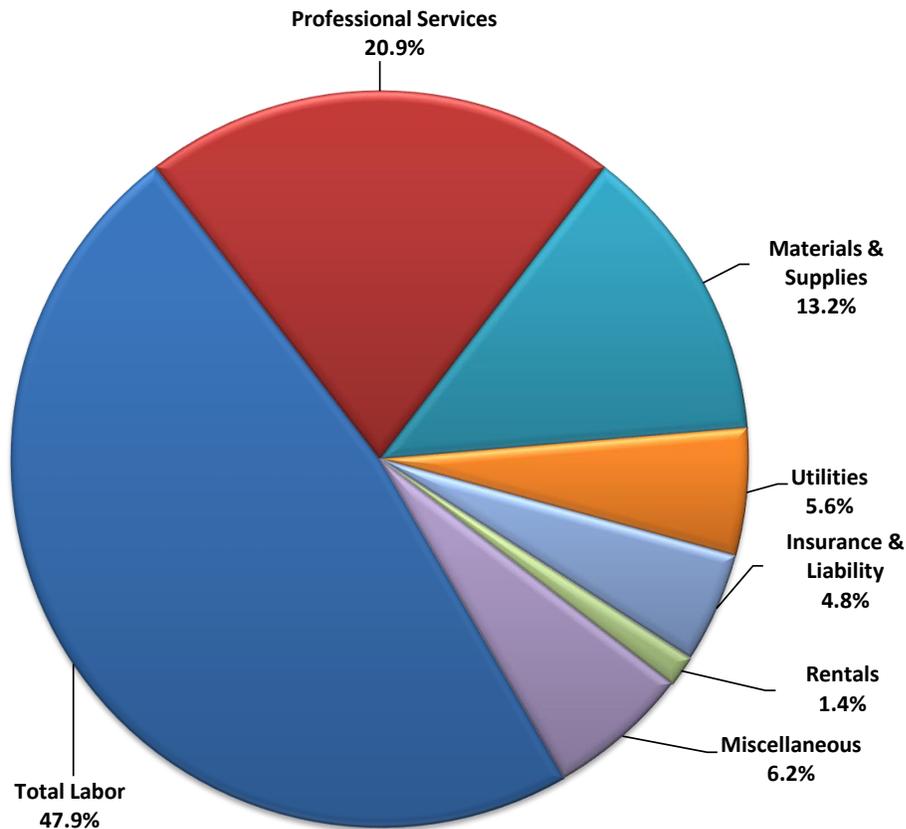
## 2021 Detailed Goals

1. Pursue Operational Excellence by growing and developing People, Processes & Tools
  - a. Begin comprehensive fare study addressing both fare pricing and fare technologies
  - b. Provide online training to staff for personal development growth as well as improving technical and technology skills
  - c. Identify and implement process improvements and eliminate non-valued added processes & activities
  - d. Implement an RFP/IFB tool to increase the efficiency and effectiveness on how RFP's and IFB's are released, evaluated, and awarded
  - e. Streamline and document process to minimize transmission of paper documents between Procurement, Maintenance and Accounting
  - f. Develop policy and practice regarding electronic signatures and approvals and implement an electronic signature tool
  - g. Select and implement a records management/records retention tool that means the various regulatory requirements while improving internal records management practices
2. Transform the IT Department into a value-creating organization
  - a. Transform IT from a "fix-it" organization to driving, creating and supporting the tools and workflows of the future of the "new normal".
  - b. Staff and organize the IT team to provide extended hours IT support for core systems and technologies
  - c. Be a value-added business partner through the entire selection and implementation process of several agency-wide software implementations
  - d. Create meeting rooms and technological infrastructure to support remote Board & Committee meetings as well as facilitating internal meetings
  - e. Develop standardized training and documentation for BFT staff on use of IT resources
3. Create a culture of Data Driven Decision making by implementing tools, technology, processes to provide readily available data to users to enable use of timely and reliable data to quickly make decisions
  - a. Work with other departments to select and implement Business Intelligence/Dashboarding software tools
  - b. Work with other departments to identify KPI's and performance metrics to measure and report
  - c. Work with other departments to streamline access to data sources, ensure data integrity in order to provide one version of the truth
  - d. Implement a Budgeting, Planning and Reporting software tool that will drastically reduce the time spent in spreadsheets for budget preparation to allow more time for analysis and discussion of budget. The tool will also be the interface between the core accounting system and the Business Intelligence/Dashboarding tool. Financial forecasts and scenario analysis can be automated so that impacts of various decisions can rapidly be determined and discussed to drive data driven decision making.
4. Continue to provide excellent Administrative Services support
  - a. Transfer responsibility for travel support from Executive Office to Admin Services. Overhaul and streamline travel management
  - b. Transfer responsibility for Records Management and Records Retention from Executive Office to Admin Services.
  - c. Support major initiatives of other departments and cross-functional teams
  - d. Provide support during CBA negotiations
  - e. Update Chart of Accounts to ensure regulatory compliance while simplifying and improving internal reporting and analysis
  - f. Review and update all accounting and financial policies and improve organization and access to policies using tools such as Sharepoint
  - g. Create and implement an inventory and Work Order process improvement strategy
  - h. Further implementation of credit card program

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5. Meet all regulatory and compliance obligations with excellence
    - a. Clean and timely audits (Financial, Federal, Accountability, NTD, etc.)
    - b. Obtain GOFA Certificate of Achievement for Excellence in Financial Reporting for ninth consecutive year
    - c. Achieve BFT's DBE goal of 4% participation for the year
    - d. Payment Card Industry Data Security Standards (PCI DSS) Compliance audit
    - e. Submit 2022 budget package to GFOA for first time ever seeking to obtain Distinguished Budget Award
  6. Modernize and transform agency IT Tools and Infrastructure
    - a. Restore and rebuild the IT infrastructure to a state of good repair
    - b. Transform current physical server environment to an on-premise virtualized environment
    - c. Implementation of Core Technology Resiliency through modernization of system architecture as well as infrastructure backbone hardware and software
    - d. Identify and implement a new integrated telecommunications systems to support the new normal of a distributed workforce
    - e. Enabling and ensuring persistency and security in our Remote Work environment through hardware and software infrastructure improvements
    - f. Renew security and safety emphasis (technologically) through updated building & room access, video surveillance, passwords, etc.
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# Executive / Administrative Services

## 2021 Proposed Budget



Expense	2018 Actuals	2019 Actuals	2020 Budget	2020 Forecast	2021 Proposed Budget	2020 Forecast to 2021 Var %
Salaries & Wages	1,007,400	947,288	1,354,900	1,192,400	1,541,000	29.2%
Employee Benefits	568,600	95,651	669,400	553,000	778,200	40.7%
<b>Total Labor</b>	<b>1,576,000</b>	<b>1,042,939</b>	<b>2,024,300</b>	<b>1,745,400</b>	<b>2,319,200</b>	<b>32.9%</b>
Professional Services	427,800	678,056	598,900	657,000	1,010,800	53.9%
Fuel & Lubricants	-	-	-	-	-	0.0%
Tires & Tubes	-	-	-	-	-	0.0%
Materials & Supplies	403,500	277,777	427,500	499,500	639,300	28.0%
Utilities	292,900	257,609	254,900	279,900	270,000	-3.5%
Insurance & Liability	139,700	169,593	226,900	223,600	233,900	4.6%
Purchased Transportation	-	-	-	-	-	0.0%
Rentals	34,900	19,186	34,700	49,900	66,129	32.5%
Miscellaneous	193,500	166,495	298,400	199,100	302,135	51.8%
<b>Total Non-Labor</b>	<b>1,492,300</b>	<b>1,568,716</b>	<b>1,841,300</b>	<b>1,909,000</b>	<b>2,522,264</b>	<b>32.1%</b>
<b>Total Operating Expenses</b>	<b>3,068,300</b>	<b>2,611,655</b>	<b>3,865,600</b>	<b>3,654,400</b>	<b>4,841,464</b>	<b>32.5%</b>



2021

Capital Budget

Summary

Exhibit A

2021 Budget (\$)				
	Total	Operating	Capital	Reserves
<b>Revenues</b>				
<b>Local</b>				
Fares	1,783,801	1,783,801	-	-
Contracted Services	289,171	289,171	-	-
Sales Tax	40,200,000	37,843,755	2,356,245	-
Other	500,000	500,000	-	-
Reserve Funds	-	-	-	-
<b>Total Local</b>	<b>42,772,972</b>	<b>40,416,727</b>	<b>2,356,245</b>	<b>-</b>
<b>State</b>				
Dept. of Ecology	1,550,000	50,000	600,000	900,000
Special Needs	-	-	-	-
Vanpool Investment Program	-	-	-	-
<b>Total State</b>	<b>1,550,000</b>	<b>50,000</b>	<b>600,000</b>	<b>900,000</b>
<b>Federal</b>				
FFY 2018 5307 Formula	723,739	-	723,739	-
FFY 2019 5307 Formula	820,716	-	820,716	-
FFY 2020 5307 Formula	6,689,922	-	-	6,689,922
FFY 2018 5310 Mobility/Disabilities	176,938	-	176,938	-
FFY 2019 5310 Mobility/Disabilities	183,530	-	183,530	-
FFY 2020 5310 Mobility/Disabilities	192,711	-	-	192,711
FFY 2019 5339 Bus/Facilities Formula	835,405	-	664,000	171,405
FFY 2020 5339 Bus/Facilities Formula	880,036	-	-	880,036
FFY 2020 CARES Act	17,118,077	8,015,355	200,000	8,902,722
<b>Total Federal</b>	<b>27,621,074</b>	<b>8,015,355</b>	<b>2,768,923</b>	<b>16,836,796</b>
<b>Total Revenues</b>	<b>\$ 71,944,046</b>	<b>\$ 48,482,082</b>	<b>\$ 5,725,168</b>	<b>\$ 17,736,796</b>
<b>Expenditures</b>				
<b>Operating Expenditures</b>				
Bus Operations	17,494,776	17,494,776	-	-
Dial-A-Ride	11,586,605	11,586,605	-	-
General Demand	472,032	472,032	-	-
Vanpool	1,699,830	1,699,830	-	-
Maintenance	2,586,201	2,586,201	-	-
Human Resources	1,733,895	1,733,895	-	-
Safety / Training	953,076	953,076	-	-
Executive / Administrative Services	4,841,464	4,841,464	-	-
Marketing / Customer Service	2,182,317	2,182,317	-	-
Planning / Service Dev / Purchased Transportation	4,931,886	4,931,886	-	-
<b>Total Operating Expenditures</b>	<b>48,482,082</b>	<b>48,482,082</b>	<b>-</b>	<b>-</b>
<b>Capital Program Expenditures</b>				
Fleet Program	2,478,303	-	2,478,303	-
Facilities Program	1,580,000	-	1,580,000	-
Equipment Program	-	-	-	-
Transit Technologies Program	941,865	-	941,865	-
Transit Security & Safety	125,000	-	125,000	-
Planning Program	400,000	-	400,000	-
Other Program	200,000	-	200,000	-
Contingency	-	-	-	-
<b>Total Capital Expenditures</b>	<b>5,725,168</b>	<b>-</b>	<b>5,725,168</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 54,207,250</b>	<b>\$ 48,482,082</b>	<b>\$ 5,725,168</b>	<b>\$ -</b>

Exhibit A

2021 Capital Budget - Details				
Funding Sources				
Source	Local	State	Federal	Total
<b>Local</b>				
Sales Tax	1,740,519	-	-	1,740,519
Other	-	-	-	-
Reserves	-	-	-	-
<b>Local</b>	1,740,519	-	-	1,740,519
<b>State</b>				
Dept. of Ecology Grant	-	600,000	-	600,000
<b>State</b>	-	600,000	-	600,000
<b>Federal</b>				
FFY 2018 5307 Formula	180,935	-	723,739	904,674
FFY 2019 5307 Formula	205,179	-	820,716	1,025,895
FFY 2020 5307 Formula	-	-	-	-
FFY 2018 5310 Mobility/Disabilities	31,224	-	176,938	208,162
FFY 2019 5310 Mobility/Disabilities	32,388	-	183,530	215,918
FFY 2020 5339 Bus/Facilities Formula	166,000	-	664,000	830,000
FFY 2020 CARES Act	-	-	200,000	200,000
<b>Federal</b>	615,726	-	2,768,923	3,384,649
<b>Total</b>	<b>\$ 2,356,245</b>	<b>\$ 600,000</b>	<b>\$ 2,768,923</b>	<b>\$ 5,725,168</b>

2021 Capital Budget - Details				
Project Details				
Capital Project	Local	State	Federal	Total
<b>Fleet</b>				
Fixed Route - 5	258,114	600,000	1,032,455	1,890,569
DAR (5310 funds) - 5	63,612	-	360,468	424,080
Non-Revenue Service Vehicle - 2	163,654	-	-	163,654
<b>Fleet Program</b>	485,380	600,000	1,392,923	2,478,303
<b>Facilities</b>				
Maintenance Facility Upgrades	300,000	-	-	300,000
Campus Improvements	200,000	-	-	200,000
Three Rivers Transit Center Parking Expansion	50,000	-	200,000	250,000
Alternative Fuel Vehicles Infrastructures	166,000	-	664,000	830,000
<b>Facilities Program</b>	716,000	-	864,000	1,580,000
<b>Transit Technology</b>				
IT Related Projects	676,865	-	-	676,865
TSP on-board integration	53,000	-	212,000	265,000
<b>Transit Technologies Program</b>	729,865	-	212,000	941,865
<b>Transit Security &amp; Safety</b>				
Security Plan	25,000	-	100,000	125,000
<b>Transit Security &amp; Safety</b>	25,000	-	100,000	125,000
<b>Other</b>				
Business Continuity IT Equipment & Infrastructure	-	-	200,000	200,000
<b>Other</b>	-	-	200,000	200,000
<b>Planning / Studies</b>				
Long Range Service Corridor & Infrastructure Study	400,000	-	-	400,000
<b>Planning / Studies</b>	400,000	-	-	400,000
<b>Total</b>	<b>\$ 2,356,245</b>	<b>\$ 600,000</b>	<b>\$ 2,768,923</b>	<b>\$ 5,725,168</b>

