



# **TRANSIT DEVELOPMENT PLAN: 2020 - 2025**





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## Developer-led Growth

The Tri-Cities is made up of three major cities within two counties that often compete for the same resources. Ironically, this staunch community independence has deferred homogeneity, making each jurisdiction pleasantly unique. Residents enjoy being in an adjacent city with a different ambiance within a matter of minutes.

The historic sprawl and walled enclaves induced the breakdown in the road hierarchy, making delivery of efficient transit service almost impossible.

Regional traffic and air quality discussions are already calling for multi-modal alternatives as practical solutions to new bridges and wider roads.

The jurisdictions see that regionalization is the smart path to traffic congestion mitigation, air quality conformity, tourism, and to a lesser degree, agglomeration economies.

Most recently, BFT has been encouraged by a trend in transit-friendly zoning promoting mixed-use development, urban infill, multi-modal street design, and an emphasis on walkability and bicycling (in the image).

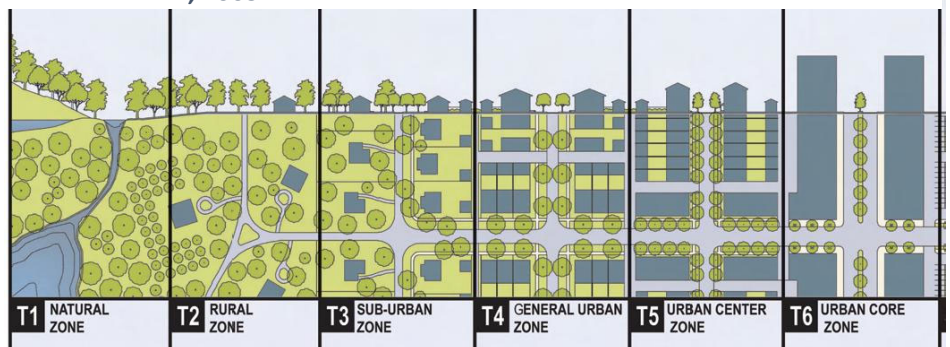
Ben Franklin Transit (BFT) is the public transportation system for the metropolitan area of Benton and Franklin Counties in southeastern Washington state. Our services include fixed bus routes, Dial-A-Ride, Vanpool, General Demand, and CONNECT, a new, on-demand ride service introduced in 2020.

## Purpose of the Transit Development Plan

BFT's Transit Development Plan (TDP) is a bottom-up transportation document, guided by the Washington State Department of Transportation (WSDOT) practical solutions approach to identifying the right investment in the right location at the right time. The accompanying sidebar is intended to imprint the lay of the land of the Tri-Cities, which largely influences which transit investments qualify as the right time and place for the current stages of urban development in Benton and Franklin Counties. As the two-county region is just beginning to grapple with the negative impacts of traffic congestion, the jurisdictions must balance sustainable growth within the confines of infrastructure financing, inclusive of maintenance.

To achieve this equilibrium, they must collectively conform their individual urban planning strategies to mesh seamlessly with a smart, regional, multimodal transportation network. The figure below shows a simplified New Urbanist transect of an emerging roadway grid conforming to a densifying urban form. Complete Streets that share all the space between the building faces offer a fine grain vision of moving people through the urban core on sidewalks, trails, and buses, not just private cars.

**FIGURE 1: TRANSECT OF DEVELOPMENT FROM NATURE TO URBAN CORE, BALANCING DEVELOPMENT AND CONSERVATION THROUGH COMMUNITY-WIDE PLANNING, BY RANDALL ARENDT, 2009**



As a contribution to right investments, this TDP embodies the Federal Transit Administration (FTA) culture and practices of cost-effective planning to supply end-to-end, low-cost multi-modal solutions to existing and new customers. The day-to-day business necessitates design, operation, and maintenance for people moving, including all forms of transportation (i.e. public/private partnerships, contracting third party providers, rideshare and micro-transit).

WSDOT uses the TDP to measure successful integration of transit using a prescribed set of performance-based metrics. The common measures shown below can be easily incorporated into the Benton-Franklin

Council of Government (BFCG) required trip-reduction strategies within the Congestion Management Plan. The page that follows shows a summary of the transit indicators from the most recent WSDOT Annual Public Transportation Report, with an added line for BFT's statistics for 2019. Imbedding BFT statistics beside comparable agencies serves as a quick and simple peer analysis (see State 2018 Tables on the next page).

- Total operating expense/total passenger trip = Operating cost per passenger trip.
- Total operating expense/total revenue vehicle hour = Operating cost per revenue vehicle hour.
- Total passenger trip/total revenue vehicle hour = Passenger trips per revenue vehicle hour.
- Total passenger trip/total revenue vehicle mile = Passenger trips per revenue vehicle mile.
- Total farebox + contract service revenue/total direct operating expense = Farebox recovery ratio.
- Total revenue vehicle hr/total full-time equivalent (FTE) employee = Revenue vehicle hrs/employee.

**TABLE 1: SETTING OBJECTIVES FOR A CONTINUOUS IMPROVEMENT PROCESS**

An up-front look at 2020-2021 BFT Short Range Objectives	
1.	<p>Grow Fixed Route Bus Ridership</p> <ul style="list-style-type: none"> <li>a. <b>Feed the fixed bus route</b> thru a combination of BFT CONNECT on-demand service, Prosser General Demand, bike-to-bus, and improved walking access to transit stops and stations.</li> <li>b. <b>Tract jurisdictional zoning and permitting to get in front of city infrastructure plans</b> - major generators affecting stop spacing, crosswalks, sidewalks, and ADA transition accessibility.</li> <li>c. <b>Synchronize time points</b> at transit hubs, transfer points and Park &amp; Ride (P&amp;R).</li> <li>d. <b>Install new user amenities</b> for comfort, convenience, and safety.</li> <li>e. Produce <b>timely public information</b> campaigns and <i>engaging</i> participatory workshops.</li> </ul>
2.	<p>Support State and Regional objectives and meet Federal and State requirements.</p> <ul style="list-style-type: none"> <li>a. <b>Collate: The Next Plan, Capital Improvement Plan (CIP) and TDP</b> pass to the Benton-Franklin Council of Governments (BFCG) for WSDOT annual programming inputs.</li> <li>b. Implement: Title VI, Americans with Disabilities Act (ADA), with <b>Human Service/Public Transportation collaboration</b>.</li> <li>c. <b>Regional Participation in WSDOT/BFCG</b> safety, intercity transit, corridor and scoping studies.</li> </ul>
3.	<p>Develop Long Range Transit Implementation Plan (<i>The Next Plan</i>)</p> <ul style="list-style-type: none"> <li>a. Using urban growth modeling tools - <b>site Transit Hubs</b> in strategic locations.</li> <li>b. <b>Design interdependent transit network</b>; high capacity (Metro), express (regional) and local service; gear schedules to synchronized transfer – set stops/timepoints accordingly.</li> <li>c. <b>Partner with jurisdictions</b> on; transit-oriented land use, neighborhood P&amp;R, support all non-single auto occupancy travel and alternative transportation modes.</li> <li>d. <b>Solidify the Public Transit Benefit Area (PTBA) boundary</b> – streamline process for BFT Board of Directors actions.</li> </ul>
4.	<p>Standardize placement of amenities (adhere to policy and design guidelines)</p> <ul style="list-style-type: none"> <li>a. <b>Financial partnerships</b>: municipal, school district, port authority, property owners, developers.</li> <li>b. Integrate future <b>amenities placement into jurisdiction designs</b> for sidewalk, crossing, road plans.</li> </ul>

2020-2025 TRANSIT DEVELOPMENT PLAN

TABLE 2: WSDOT ANNUAL PERFORMANCE REPORTING BY MODE

Peers from the 2018 WSDOT Fixed Route Annual Performance	System category	Rev vehicle Hrs	Total vehicle Hrs	Rev vehicle MIs	Total vehicle MIs	passenger (PAX) trips	Employee - ftes	OPs expenses	Farebox Revenues	PAX trips/ Rev hr	PAX trips/ Rev ml	Rev Hrs/ employ	OPs expenses/ Rev.Veh.Hr	OPs expenses/ Rev.Veh.Mi	OPs expense/ PAX trip	Farebox recovery ratio
Spokane Transit	Urban	427,387	450,904	5,850,424	6,358,016	10,069,599	420.2	\$52,780,312	\$9,356,618	23.6	1.72	1,017	\$124	\$9.02	\$5.24	17.73%
Pierce Transit	Urban	446,429	490,585	5,002,372	5,792,496	8,654,242	497.0	\$69,243,774	\$8,621,722	19.4	1.73	898	\$155	\$13.84	\$8.00	12.45%
C-TRAN	Urban	273,632	302,330	3,895,673	4,679,699	5,918,875	330.0	\$41,640,256	\$5,908,808	21.6	1.52	829	\$152	\$10.69	\$7.04	14.19%
Ben Franklin Transit	Urban	163,831	169,275	2,558,423	2,681,540	2,032,773	172.9	\$17,891,756	\$1,324,979	12.4	0.79	948	\$109	\$6.99	\$8.80	7.41%
<b>BFT 2019</b>	<b>Urban</b>	<b>179,227</b>	<b>185,097</b>	<b>2,822,681</b>	<b>2,960,147</b>	<b>2,096,572</b>	<b>182.9</b>	<b>\$20,160,418</b>	<b>\$1,113,284</b>	<b>11.7</b>	<b>0.74</b>	<b>980</b>	<b>\$112</b>	<b>\$7.14</b>	<b>\$9.62</b>	<b>5.52%</b>
Intercity Transit	Sml urban	186,686	194,064	2,381,814	2,507,925	3,595,607	186.1	\$25,066,935	\$2,461,024	19.3	1.51	1,003	\$134	\$10.52	\$6.97	9.82%
Kitsap Transit	Sml urban	133,590	158,028	2,178,086	2,662,594	2,510,211	168.3	\$22,365,779	\$4,031,367	18.8	1.15	794	\$167	\$10.27	\$8.91	18.02%
Whatcom Trans	Sml urban	148,483	157,391	2,115,221	2,284,145	4,542,536	185.5	\$20,710,755	\$2,507,904	30.6	2.15	800	\$139	\$9.79	\$4.56	12.11%
Link Transit	Small	74,751	79,412	1,509,287	1,584,225	883,023	78.9	\$9,712,748	\$534,111	11.8	0.59	947	\$130	\$6.44	\$11.00	5.50%
Everett Transit	Urban	105,812	114,440	1,270,213	1,463,519	1,800,312	105.0	\$15,402,166	\$1,205,648	17.0	1.42	1,008	\$146	\$12.13	\$8.56	7.83%
Yakima Transit	Sml urban	52,150	53,948	709,482	743,835	966,034	53.0	\$6,585,706	\$607,456	18.5	1.36	984	\$126	\$9.28	\$6.82	9.22%
Pullman Transit	Rural	30,255	38,639	382,063	407,927	1,361,962	27.9	\$3,711,599	\$2,409,041	45.0	3.56	1,084	\$123	\$9.71	\$2.73	64.91%

Peers by system category and comparable coverage (revenue miles) using WSDOT specified performance measures. 2019 BFT details can also be found in Appendix C.

Peers from the 2018 WSDOT Dail-a-Ride Annual Performance	System category	Rev vehicle Hrs	Total vehicle Hrs	Rev vehicle MIs	Total vehicle MIs	passenger (PAX) trips	Employee - ftes	OPs expenses	Farebox Revenues	PAX trips/ Rev hr	PAX trips/ Rev ml	Rev Hrs/ employ	OPs expenses/ Rev.Veh.Hr	OPs expenses/ Rev.Veh.Mi	OPs expense/ PAX trip	Farebox recovery ratio
Ben Franklin Transit	Urban	140,219	152,737	2,187,412	2,485,652	391,847	113.2	\$16,220,419	\$410,908	3.0	0.18	1333	\$108	\$6.51	\$36.70	2.53%
<b>BFT 2019</b>	<b>Urban</b>	<b>141,221</b>	<b>151,869</b>	<b>2,220,233</b>	<b>2,521,496</b>	<b>377,314</b>	<b>123.5</b>	<b>\$14,287,804</b>	<b>\$301,899</b>	<b>2.7</b>	<b>0.17</b>	<b>1,144</b>	<b>\$101</b>	<b>\$6.44</b>	<b>\$37.87</b>	<b>2.11%</b>
Pierce Transit	Urban	145,574	164,381	2,041,875	2,348,588	300,043	42.0	\$14,938,133	\$394,485	2.0	0.15	3466	\$103	\$7.32	\$49.79	2.64%
Spokane Transit	Urban	164,900	179,980	2,478,788	2,714,823	475,326	154.7	\$13,917,529	\$804,361	3.0	0.19	1066	\$84	\$5.61	\$29.28	5.78%
C-TRAN	Urban	93,645	102,181	1,551,236	1,716,798	257,655	118.2	\$13,575,759	\$507,280	3.0	0.17	792	\$145	\$8.75	\$52.69	3.74%
Kitsap Transit	Sml Urban	87,918	97,517	1,259,142	1,421,885	295,412	98.5	\$12,399,967	\$248,203	3.0	0.23	892	\$141	\$9.85	\$41.98	2.00%
Intercity Transit	Sml Urban	79,644	86,975	989,537	1,087,882	190,907	86.6	\$10,158,672	\$176,947	2.0	0.19	919	\$128	\$10.27	\$53.21	1.74%
Community Transit	Urban	87,521	94,050	1,612,142	1,769,888	200,010	89.0	\$8,833,145	\$408,742	2.0	0.12	983	\$101	\$5.48	\$44.16	4.63%
Whatcom Authority	Sml Urban	73,278	81,885	953,340	1,072,438	215,708	85.1	\$8,814,247	\$96,130	3.0	0.23	861	\$120	\$9.25	\$40.86	1.09%
Everett Transit	Urban	50,109	54,308	571,223	636,269	129,011	58.0	\$7,244,394	\$107,969	3.0	0.23	864	\$145	\$12.68	\$56.15	1.49%

Peers by system category and comparable coverage (revenue miles) using WSDOT specified performance measures. 2019 BFT details can also be found in Appendix C.

Peers from the 2018 WSDOT Vanpool Annual Performance	System category	Rev vehicle Hrs	Total vehicle Hrs	Rev vehicle MIs	Total vehicle MIs	passenger (PAX) trips	Employee - ftes	OPs expenses	Farebox Revenues	PAX trips/ Rev hr	PAX trips/ Rev ml	Rev Hrs/ employ	OPs expenses/ Rev.Veh.Hr	OPs expenses/ Rev.Veh.Mi	OPs expense/ PAX trip	Farebox recovery ratio
Community Transit	Urban	144,352	144,352	4,595,894	4,595,894	869,370	21.3	\$4,520,035	\$0	6.0	0.19	6,777	\$31.31	\$0.98	\$5.20	0.00%
Pierce Transit	Urban	146,913	146,913	4,729,543	4,729,543	783,751	18.0	\$4,914,315	\$0	5.3	0.17	8,162	\$33.45	\$1.04	\$6.27	0.00%
Ben Franklin Transit	Urban	72,292	72,292	3,470,690	3,470,690	646,186	8.7	\$2,466,018	\$0	8.9	0.19	8309	\$34.11	\$0.71	\$3.82	0.00%
<b>BFT 2019</b>	<b>Urban</b>	<b>80,007</b>	<b>80,007</b>	<b>3,504,079</b>	<b>3,504,079</b>	<b>652,803</b>	<b>9.4</b>	<b>\$2,753,433</b>	<b>\$0</b>	<b>8.2</b>	<b>0.19</b>	<b>8557</b>	<b>\$34.41</b>	<b>\$0.79</b>	<b>\$4.22</b>	<b>0.00%</b>
Intercity Transit	Sml urban	78,274	78,274	3,023,074	3,023,074	520,843	10.0	\$2,198,639	\$0	6.7	0.17	7,820	\$28.09	\$0.73	\$4.22	0.00%
Kitsap Transit	Sml urban	25,887	19,716	776,515	776,515	168,402	4.7	\$1,141,786	\$0	6.5	0.22	5,495	\$44.11	\$1.47	\$6.78	0.00%
Island Transit	Rural	34,791	34,792	847,414	850,073	158,741	2.0	\$652,813	\$0	4.6	0.19	17,396	\$18.76	\$0.77	\$4.11	0.00%
Spokane Transit	Urban	28,789	28,789	948,679	948,679	157,433	2.2	\$600,211	\$0	5.5	0.17	13,086	\$20.85	\$0.63	\$3.81	0.00%
Skagit Transit	Sml urban	29,401	29,401	1,074,576	1,074,576	110,388	2.2	\$663,830	\$0	3.8	0.10	13,304	\$22.58	\$0.62	\$6.01	0.00%
Clallam Transit	Rural	14,892	14,892	541,984	539,246	78,200	0.7	\$877,243	\$0	5.3	0.14	20,683	\$58.91	\$1.62	\$11.22	0.00%

Peers by system category and comparable coverage (revenue miles) using WSDOT specified performance measures. 2019 BFT details can also be found in Appendix C.

## BFT's Recent Achievements

WSDOT monitors transit agencies performance based on five priorities:

1. Cultivating Thriving Communities
2. Improving Access
3. Gauging Adaptation
4. Improving the Customer Experience
5. A Continuum of Guardianship

### 1. Cultivating Thriving Communities

#### **Develop additional strategies for local jurisdictions and partners attempting to reduce drive-alone vehicle trips**

BFT serves as a resource member on the Downtown Pasco Development Association (DPDA). This relationship has been immensely advantageous in communicating in a timely manner to the Hispanic community members who shop in the old Pasco downtown area. Benefits work in both directions – BFT was able to quickly alert the Hispanic community of the Van-Me-Down program to help restore lost Sunday service and DPDA applied and received one of the surplus 15 passenger vans. During the COVID-19 crisis, DPDA was an excellent channel for communicating the evolving service changes and the social distancing practices so that the Hispanic community could fully utilize the essential public transportation services that were available (see example Appendix H).

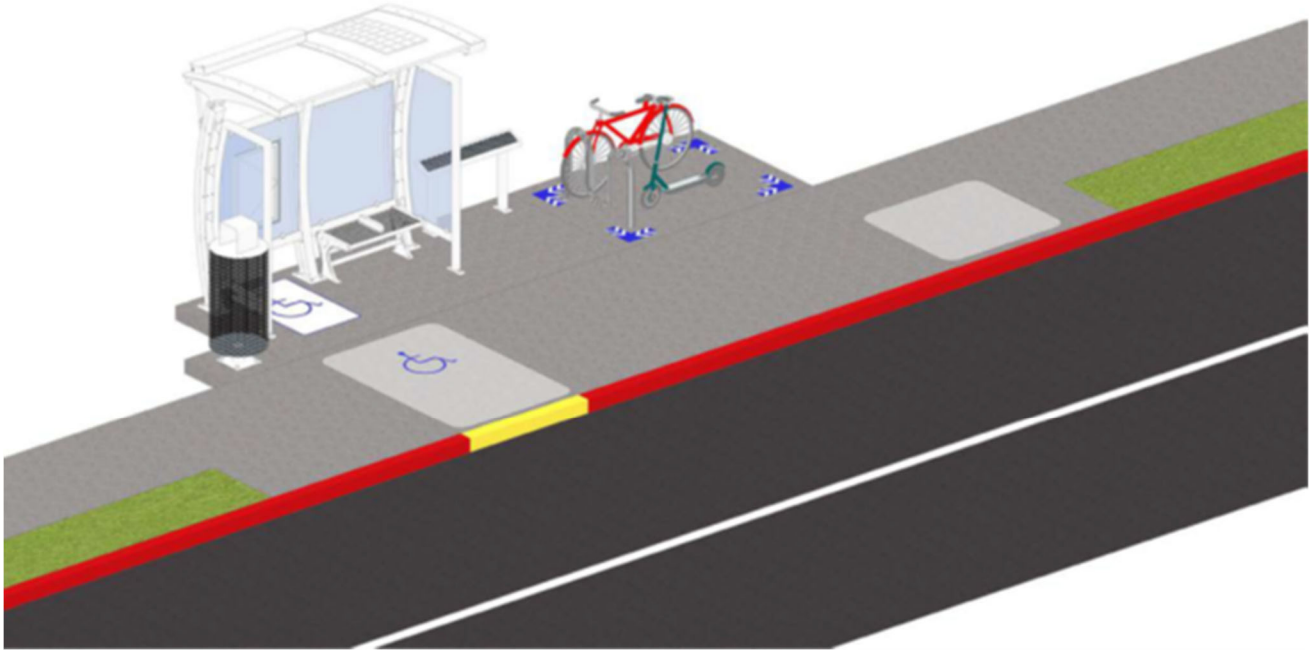
BFT maintains a seat on the local Alliance for a Livable and Sustainable Community Board, which researches and develops strategies to support land use and multimodal transportation integration.

BFT continues to track jurisdiction zoning changes, looking for transit-oriented opportunities, as the jurisdictional leaders begin to brace for the impacts of congestion. WSDOT's SR 240 Integrated Scoping Study was instrumental in changing the City of Richland's downtown multimodal attitude. Kennewick's Traffic Safety Commission has been recommending speed limit changes, providing input on pedestrian-oriented traffic control changes, advancing the Rectangular Rapid Flash Beacon program, and advocating for street layout that promote Complete Streets. The City of Pasco has issued new Zoning Code ordinances for single occupancy residences (SROs), minimum lot sizes adjustments, shared street frontages, and increase dwelling height in residential zones to open the door to more intensive urban development. Pasco's new Transportation Plan is just getting underway, which will address reduction in urban block sizes. However, the auto-oriented suburban housing developments throughout the Tri-Cities are delaying any paradigm shift in urban planning, which greatly diminishes public transportation benefits.

As a member of the Kennewick Traffic Safety Commission, BFT is supporting the State's "Target Zero Plan", strategies intended to reduce pedestrian and bicycle fatalities and serious injuries by advocating for safe Complete Streets at the planning and Traffic Safety Commission level.



The WSDOT Active Transportation Plan Open House of December 5, 2019 was held in the BFT Board room. BFT used this momentum to continue to promote bike-to-bus messaging and plan for future facilities (staging area, repair stations and bike racks) at trail heads and in gathering places. The draft BFT 2020 Bus Stop Standards will include bicycle parking and may include electric scooters if the market and the jurisdictions support them (example below).



In response to a Pacific Northwest National Laboratory (PNNL) request to transport 600 summer interns, BFT joined a work group to advocate for a Washington State University (WSU) bike share program between, PNNL, Hanford High School and other north Richland employers.

**Pilot efforts to integrate transit into land use planning, environment review and permitting**

BFT has accessed city and county Arc-GIS systems to assess Right-of-Way data (ROW) for amenities and is actively identifying transit opportunities from local government State Environmental Policy Act (SEPA) review documents. BFT is seeking to establish a transit-specific permitting process that is uniform across the region.

BFT has engaged a contractor to upload BFT data needed to populate T-Best (a Florida DOT open source product) that will add future scenario planning to BFT’s routing and amenities prioritization processes.

2. Improving access

**Ensure multimodal transportation is included in practical solutions involving state, regional and local agencies**

BFT has led the charge and gained champions for studying High Occupancy Vehicle Lanes on SR 240, which is the most congested corridor in the Tri-Cities. BFT played an active role in the Metropolitan Planning Organization’s (MPO) Congestion Management Study and lobbied for an approach that focuses on moving people vs the traditional vehicle throughput, while the MPO’s Regional Travel Demand Model is still in the formative stages.

After the local taxi feeder contractor and long-time partner of BFT’s went out-of-business in November 2018, BFT quickly restored the lost service (see details in Figure 3 that follows).

FIGURE 3: PROACTIVE RESPONSE TO LOSS OF TAXI SUPPLEMENTAL SERVICES ON 10/31/18



**Collaborate on plans and identify opportunities to apply practical solutions strategies**

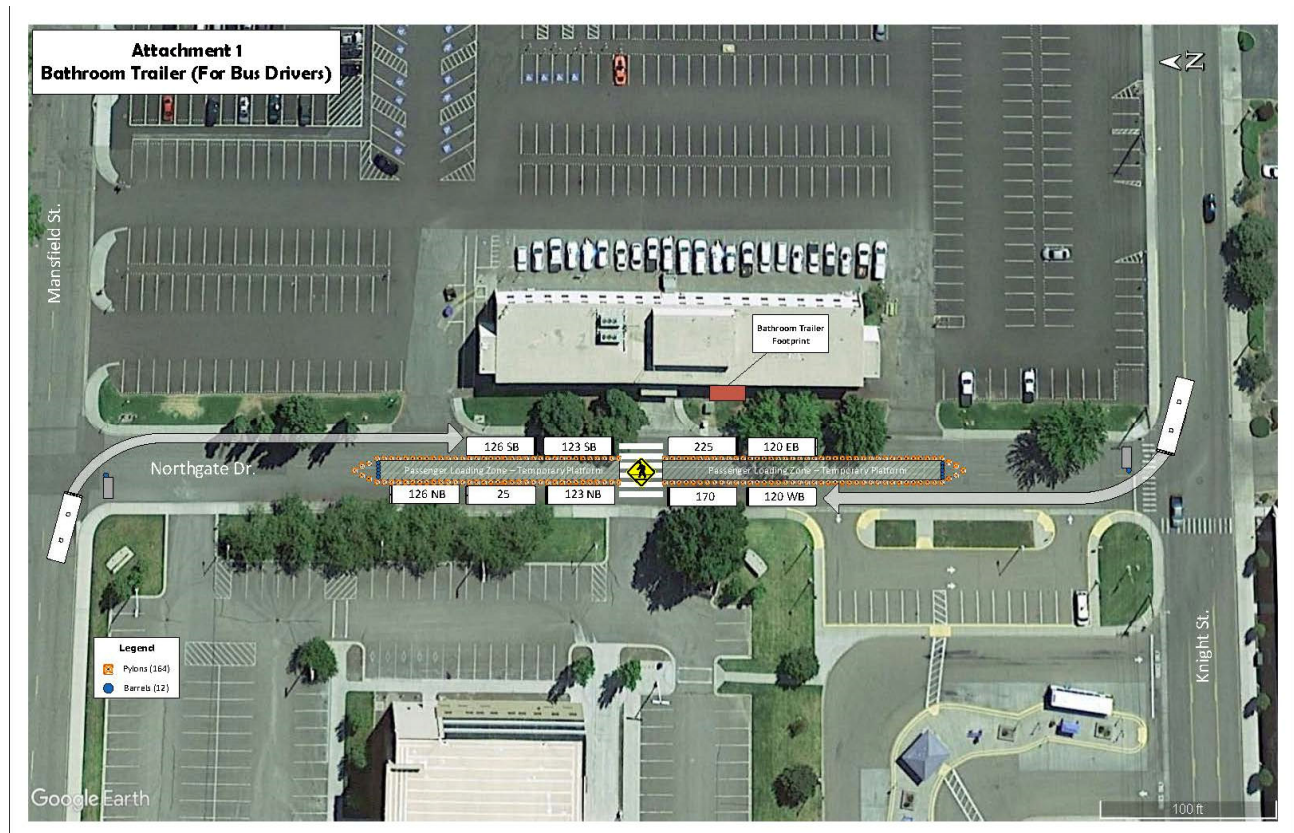
BFT adopted a Tactical Transit approach<sup>1</sup> when building a temporary transit center provided on a neighboring City of Richland roadway. The facility provided continuity of service during reconstruction of the adjacent Knight Street Transit Center.

Water barrel barricades protected the throat at the ingress as well as a secondary set at either end of the island. Slender candlestick pylons spaced 5' apart took up little ground space and left room for variation in ramp deployment. The heated portable bathroom trailer was a big hit with the drivers! This site demonstrated how a 50' right of way can successfully operate as a mid-road island transit center in a small footprint.

Tactical Transit projects are not only accelerating the delivery of transit projects, but also helping to rethink the use of our streets.

Elements of Tactical Transit projects:

- ✓ fast timeline (1-2 years)
- ✓ uses impermanent/low-cost materials
- ✓ small budget (>\$100,000)
- ✓ used to accelerate implementation
- ✓ short duration demonstration
- ✓ a model for longer-term effort
- ✓ intended as a learning experience



<sup>1</sup> [https://issuu.com/streetplanscollaborative/docs/fasttracked\\_finaldraft\\_2](https://issuu.com/streetplanscollaborative/docs/fasttracked_finaldraft_2)

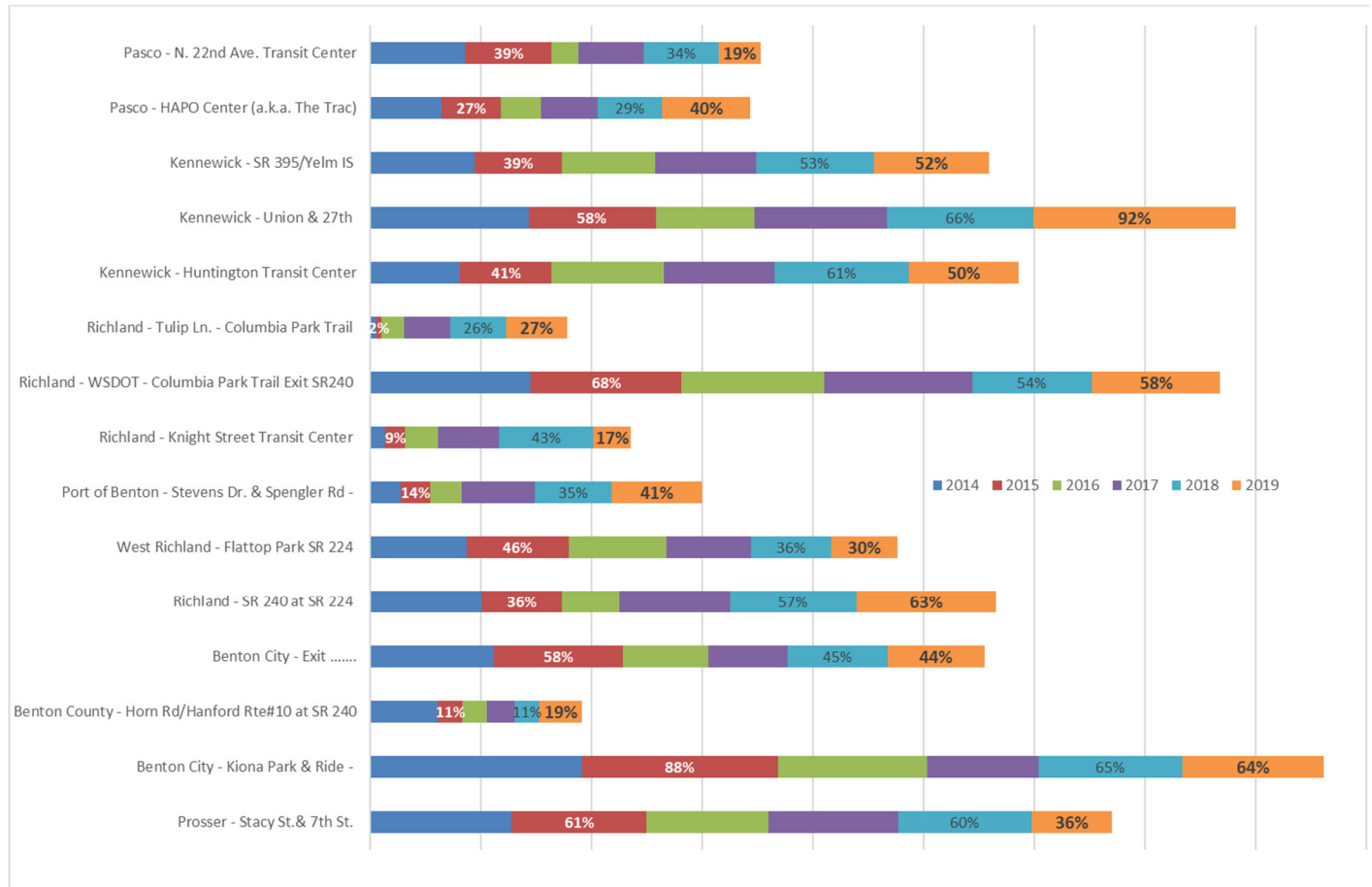
**Identify ways to better align grant programs with practical solutions**

BFT quickly rescaled proposed WSDOT Regional Mobility Grants for two new transit hubs (in Downtown Pasco and at Queensgate in West Richland) after a voter tax referendum threatened the car registration funding source. WSDOT revisited the 2020 budget and found other funds to fill-in the project gaps on those regional mobility projects that have remained active. WSDOT recognized BFT’s continued effort to advance the design of two of the transit hubs and reinstated funding in early March 2020.

**Maximize the effectiveness of Park & Ride lots as part of the integrated multimodal system**

In 2019 BFT’s Vanpool customer support team successfully registered all Vanpool participants into RidePro software that allows them to self-manage their ridesharing experience. BFT has proposed the construction of five neighborhood Park & Ride (P&R) lots, as part of the right-sizing project development for Tri-Cities development patterns. BFT is also exploring future collaboration with allied agencies (i.e. Pasco School District Bus Maintenance) to share P&R costs and benefits of joint operations for the P&R portion of the Broadmoor Regional Mobility Grant.

**FIGURE 4: P&R CAPACITY - OCCUPANCY RATES 2015-2019**



Source – Benton Franklin Council of Governments – Quarterly P&R Counts 2019

**Continue to implement strategies to promote development around transit stations**

BFT’s new Queensgate Transit Hub proposal utilized information identified in a mixed-use SEPA development document and is now partnering with the developer to build a 4-6 bus facility adjacent to an existing underutilized BFT P&R. The City of Richland has assisted by allowing a second ingress for transit and emergency vehicle access.

### 3. Gauging Adaptation

#### Improve the quality, consistency, and access to data sets

In 2019 BFT prioritized an analysis of Dial-a-Ride (DAR) data based on audit findings of 2018. The investigation identified outdated procedures that mixed timecard keeping with real-time driver performance, which distorted BFT’s revenue service hours. The clean-up produced a best-ever DAR/National Transit Database (NTD) Audit in 2019. In 2019, Vanpool’s RidePro Software eliminated manual tabulation of passenger miles traveled making the NTD reporting timelier and more precise, and vastly improved analytics.

#### Participate in the development of federal, state, and local categories for performance measurement, specifically by producing and using at least one mobility index

BFT updated bus stop locational data into General Transit Feed Specifications (GTFS) format to make it easier for the public to access their public transit options from computers and mobile devices. In early 2020, the live locational feed from the new (September 2017) on-board BFT bus technology appeared in real time on the universal app called *Transit*. The *Transit* app guides smartphone users to their best route, offers a few alternate options, and lets riders know how long they can expect to be in transit.

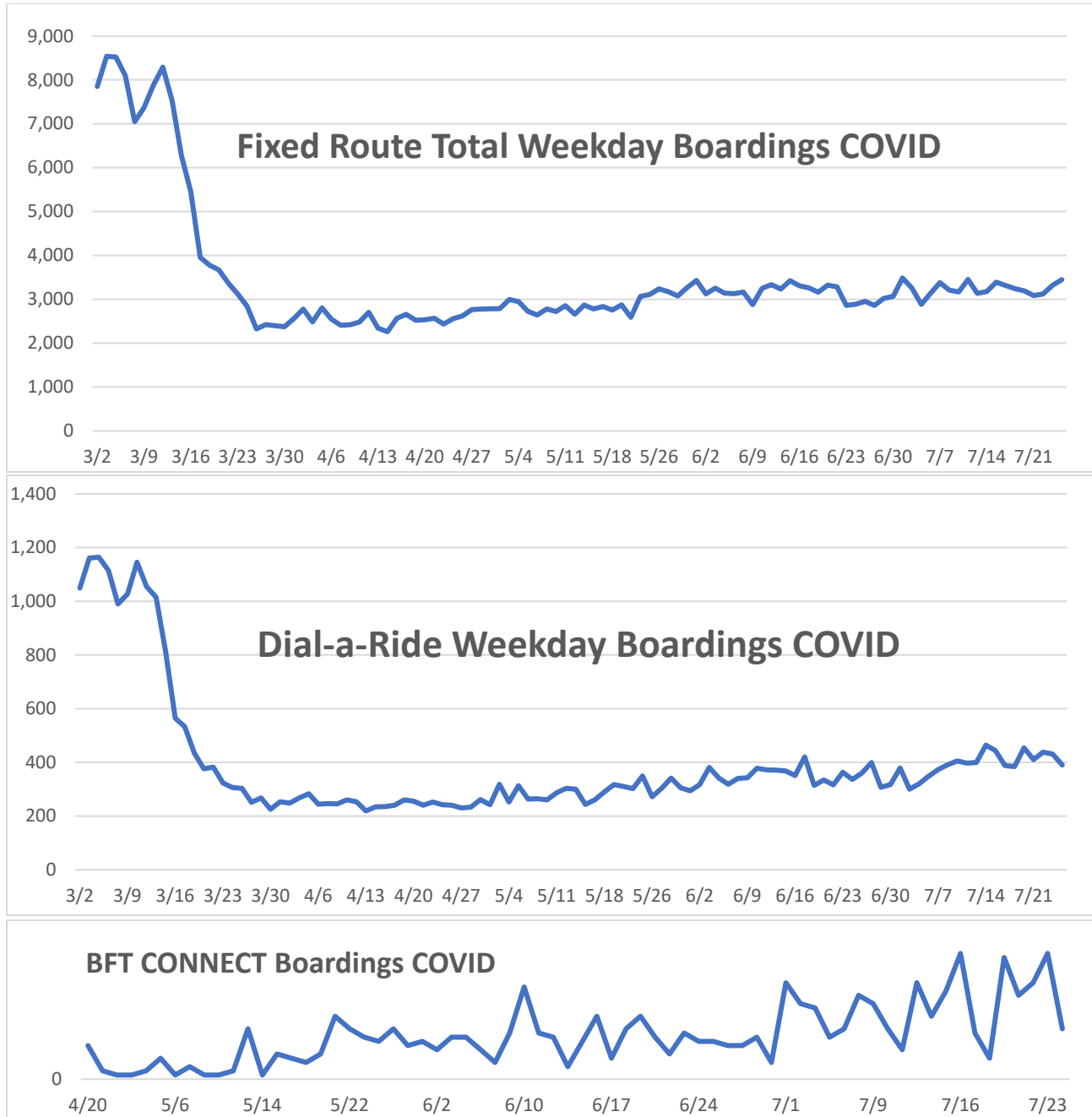
#### Response to Coronavirus 2019 (COVID-19)

BFT laid out plans for service reduction in the first week of March on the assumption the stay-at-home order would reduce ridership and the possibility of a driver shortage. All personal safety equipment and training was distributed to staff, buses were operated through the rear doors only and ran fare-free to keep passengers and drivers safe. Passengers were encouraged to practice social distancing. Maximum passenger loads were tracked, and volumes rarely passed 11 on-board in any given hour, which left ample space for separation in the 400-square foot floor space.

FIGURE 5 : RIDERSHIP DURING COVID-19 PHASE 1, "ESSENTIAL TRANSPORTATION" FIXED ROUTE LOAD FACTOR

Max Occupancy		Hour																					
Route	Direction	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00				
110	E	1	1	2	2	2	4	5	3	5	6	10	4	9	3	3	0	0	0				
	W	0	0	0	2	2	2	3	2	3	3	6	11	2	4	0	0	0	0				
120	E	0	2	2	3	3	8	3	4	5	4	3	6	3	4	5	2	3	3				
	W	0	2	5	2	1	3	4	5	5	4	4	4	3	2	4	4	3	0				
123	N	0	3	3	4	4	3	5	4	5	7	5	6	4	9	3	5	2	0				
	S	0	4	2	2	6	6	5	7	9	6	11	3	7	3	6	3	3	1				
126	N	1	2	2	2	3	2	4	7	4	2	5	5	5	3	3	1	3	0				
	S	1	1	1	2	1	2	2	4	7	2	4	1	4	2	1	3	3	0				
150	E	0	3	2	5	3	8	11	5	6	8	6	10	9	6	9	10	8	0				
	W	0	2	5	4	4	5	9	9	5	8	7	7	11	10	7	9	7	0				
160	E	0	2	3	4	4	4	5	5	7	7	7	9	9	6	6	5	0	0				
	W	0	2	2	4	5	6	4	10	8	5	7	9	6	6	7	5	0	0				
170	E	0	1	1	3	1	4	4	4	3	6	7	6	4	3	3	2	2	0				
	W	0	0	1	0	1	0	1	0	3	2	8	4	6	4	5	4	0	0				
225	E	0	2	3	3	3	5	6	10	6	6	9	9	2	3	3	3	2	2				
	W	1	3	2	3	2	4	6	5	5	5	6	4	3	3	3	4	1	0				
25	CW	1	1	4	2	3	6	5	5	5	4	5	4	6	1	3	0	0	0				
268	E	0	0	0	0	0	0	2	2	2	2	3	3	4	4	4	0	0	0				
	W	0	1	1	1	0	2	1	2	2	6	3	3	5	3	4	0	0	0				
	CCW	0	1	2	1	1	1	1	3	2	2	2	4	4	2	2	1	0	0				

TABLE 3: COVID-19 IMPACT ON DAILY RIDERSHIP



BFT was fully prepared to utilize the generous Federal Aid packages to protect office, maintenance personnel, and drivers with thorough cleaning procedures, proper protective gear, and furloughs to keep potentially contaminated employees at home. A few routes were suspended for lack of demand, but manpower has remained strong and layoffs have not been necessary. BFT's new CONNECT on-demand service is operating in a fare-free mode and is beginning to catch on with riders.

## TRANSIT APP = REAL TIME TRIP PLANNING

### Implementation

- Beta tested in late 2019
- Full implementation in January 2020
- Preferred App
  - Transit App is more intuitive, user friendly than MyRide
- Available Now!

### Capabilities

- Real-time transit information and trip-planning
- Mobile app available in more large cities
- Works in 226 cities in 10 countries (train, bus, ferry)
- Integrated mobile ticketing (future implementation)
- Smart Watch enabled



### 1. Improving the Customer Experience



#### Provide tools and techniques to be used by transportation providers to enhance customer experience

BFT marked the beginning of a multi-phase amenities capital improvement project with the purchase and installation of modern metal and glass shelters, benches, lean rails, and garbage cans. BFT ordered 50 new modern glass and aluminum shelters at the end of 2018. In preparation for a May 2019 arrival, BFT developed Response for Proposals (RFPs) for shelter pad repair, installation of shelters and encouraged small business contractors to apply to swap out new shelters on existing pads. Twenty-three new shelters were installed in the Tri-Cities during the 2019 construction season. This effort introduced an elevated look and feel to the BFT service. The contract was utilized to design six (6) new Bus Rapid Transit (BRT) - style shelters for the Knight Street Transit Center reconstruction rather than proceeding with a much more expensive 'canopy' construction. The goal was to set another 27 shelters and 30 benches in 2020, before COVID-19 upended the construction season.

BFT used every opportunity to have private partners and government agencies build the shelter pads in lieu of bidding out each site. Thus far, eight new shelter pads were designed and/or constructed on behalf of BFT; half of these are completely paid for by the partners, while others were designed and contracted by the partner and reimbursed by BFT.

**Support efforts to make it easier for customers to pay for transportation services and manage transportation payments, regardless of agency, organization or mode**

BFT has hesitated implementing emerging fare technologies that tie on-board technology to a central farebox computer, after seeing how swiftly the technology is changing. For the time being BFT will continue to only accept cash, paper passes and ticket payments, until a comprehensive fare study can be undertaken. While cash drop boxes are primitive, being a late adopter affords BFT the rare opportunity to select the next generation of contactless fare and/or free fare without having to unbundle the data communication architecture. Fare type is still used for reporting boardings (see Table 4 below), pending the validation of the Automatic Passenger Counting units that were installed in September 2017. A full-fledged Fare Study is contained in the 2020-2021 work program.

**TABLE 4: FARE PAYMENT BY FARE MEDIA TYPE.**

<i>Fare Type</i>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2019</u> pass holders
<i>CBC – College Pass</i>	140,236	131,626	123,375	11.4%
<i>DAY - All Day Pass</i>	1,996	19,803	23,594	2.2%
<i>PSC - Pass Commuter</i>	563	241	200	0.0%
<i>PSL - Pass Local</i>	968,699	927,416	935,779	86.4%
<i>RED - Reduced</i>	147,482	119,489	116,061	
<i>REG - Regular</i>	213,904	216,307	230,531	
<i>SCO - Special + Charter Exempt</i>	10	9	21	
<i>SPE - Special</i>	261,195	214,433	233,272	
<i>TRC - 10 Ride Commuter</i>	30	14	34	
<i>TRL - 10 Ride Local</i>	92,770	77,055	80,897	
<i>TRN - Transfer</i>	351,667	326,380	352,808	
<i>Total Boardings</i>	<b>2,184,099</b>	<b>2,032,773</b>	<b>2,096,572</b>	

4. A Continuum of Guardianship

**Advance opportunities for integrated multimodal investments**

The City of Richland has taken a proactive lead to build sidewalks for ADA-compliant access to new and rehabilitated bus stops, utilizing BFT’s Bus Stop Design Standards. At two locations BFT shelter pads were added, as change orders, to the City of Richland’s ongoing George Washington Way road improvement contract. As this new relationship has developed, the city has initiated contact with BFT in the early stages of other roadway and sidewalk improvement programs. BFT’s collaboration with the City of Richland has been outstanding in 2019. The City of Kennewick and the various local school districts have also developed partnerships that are producing bus shelter and bench pad opportunities and discussing the active transportation modes that can be used to access the sites.

BFT’s Safety Team is actively working on developing a Public Transportation Agency Safety Plan (PTASP) for submission in 2020. During COVID-19, BFT began re-evaluating their role in health related emergency planning. Maintaining a fleet that is ready-to-respond will be vital for regional recovery during COVID. BFT has long partnered with the regional emergency management community. The following chart is a capsulized version of BFT’s ability to carry approximately 6,000<sup>2</sup> ambulatory and 283 wheelchair-bound individuals in the event of an emergency.

<sup>2</sup> Includes 10% standing in buses.



TABLE 5: INVENTORY OF BFT FLEET CONDITION AND CARRYING CAPACITY

Units	Years old	Assign	Configured	Fuel	ADA	Seating	W/C	condition
9	-2.8	DAR-P	3WhC-11 seat	Gas	Lift	99	27	4.6
4	-14.0	DAR-TC	2WhC- 8 seat	Gas	Lift	32	8	2.0
34	-6.5	DAR-TC	3WhC - 6 seat	Gas	Lift	204	102	3.7
30	-1.6	DAR-TC	3WhC-11 seat	Gas	Lift	330	90	4.8
6	-3.7	DAR-TC	4WhC - 6 seat	Gas	Lift	35	20	4.3
1	-9.0	DAR-TC	VP 12 seat/2wcVP	Gas	Lift	12	2	3.0
<b>75</b>		<b>Seating in Dial a Ride, Cut-a-Ways</b>				<b>613</b>	<b>222</b>	
11	-6.0	Fixed Route	Bus 29'	Diesel	Ramp	207	2	4.1
13	-1.0	Fixed Route	Bus 35'	Diesel	Ramp	390	2	5.0
3	-3.0	Fixed Route	Bus 35' Trolley	Diesel	Ramp	90	2	4.0
44	-9.8	Fixed Route	Bus 40'	Diesel	Ramp	111	2	3.3
1	-9.0	Fixed Route	Bus 40' Elect	Electric	Ramp	38	2	3.0
<b>72</b>		<b>Seating in Fixed Route Buses</b>				<b>836</b>		
6	-11.7	Maintenance	Support VP	Gas	No	70	0	2.0
38	-12.3	Maintenance	Support Non-Rev	Diesel	No	305	0	2.2
<b>44</b>		<b>Seating in Maintenance Vehicles</b>				<b>375</b>		
1	-5.0	The Arc	3WhC - 6 seat	Gas	Lift	6	3	4.0
7	-5.0	The Arc	3WhC-11 seat	Gas	Lift	77	21	4.0
9	-17.1	The Arc	VP 12 seat	Gas	No	108	0	1.7
6	-1.0	The Arc	VP 7 seat	Gas	Lift	66	0	5.0
2	-12.5	The Arc	VP 7 seat	Gas	No	14	0	2.0
<b>25</b>		<b>Seating in The Arc Fleet Vehicles</b>				<b>271</b>		
69	-9.0	Van Pool	VP 12 seat	Gas	No	828	0	2.7
151	-6.7	Van Pool	VP 15 seat	Gas	No	2,265	0	3.4
88	-6.1	Van Pool	VP 7 seat	Gas	No	616	0	3.5
<b>308</b>		<b>Seating in Vanpool Vehicles</b>				<b>3709</b>		
<b>533</b>	<b>-7.2</b>	<b>SEATING IN THE FLEET</b>		<b>D=20%</b>	<b>32%</b>	<b>5,903</b>	<b>283</b>	<b>3.4</b>

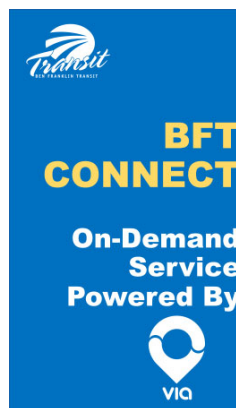
Notes: condition rating with 5 = excellent e.g. same scale used in TAM (see Figure 14). This table also serves as a fleet inventory.

BFT's ready-to-respond status obviously relies on equipment that is tuned-up, fueled and tested. BFT came into full compliance with the FTA-mandated Transit Asset Management (TAM) requirements in late 2018 and used the data collected to plan most of the plant facility and management upgrades shown in the 2020-2025 Capital Improvement Program. The ongoing TAM framework has been systematically cataloging the assets into a robust data framework that is easy to use for the maintenance workers who input this data daily.

## BFT’s Ongoing Role in the Community

### The Bus Network – Loss of Taxi Feeder Service

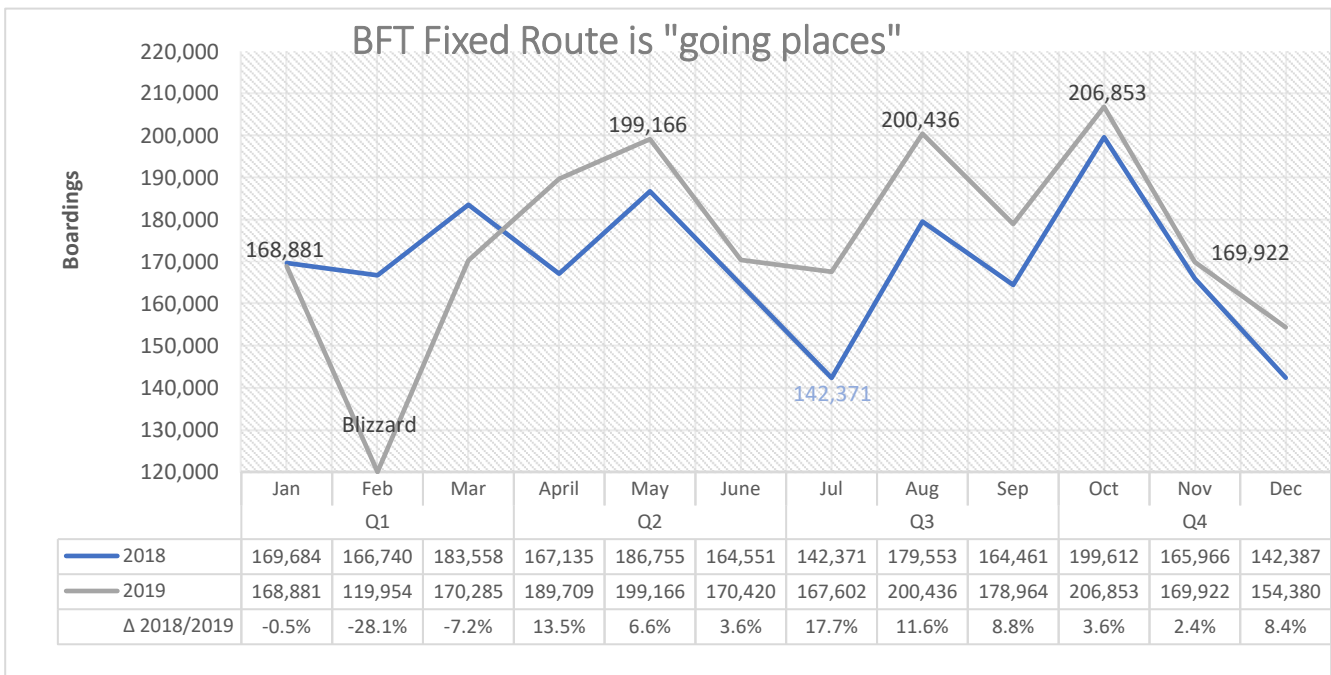
BFT’s Comprehensive Service Plan (CSP) stream-lined the entire bus network in September 2017 dramatically decreasing the need for riders to transfer. The all-hands-on-deck effort made for a relatively smooth transition. Ironically, while customers were getting accustomed to the reimagined bus services, BFT’s Supplemental Service taxi contractor suddenly went out of business (through a series of non-associated events) on October 30, 2018. This prompted the BFT Board of Directors to task the agency with providing relief to customers who lost late night and Sunday services. Within the first two months of 2019, BFT’s restoration efforts had launched a General Demand service in Finley and Tri-Cities, as well as extension of service hours for most fixed bus routes and Dial-A-Ride until 10 pm (+2 hours weekdays, +3 hours Saturday). In the Fall of 2019, Via Transportation, Inc. was approved as BFT’s new Supplemental Service provider to deliver a zone-based on-demand ride service to “connect” customers from low-demand and difficult to navigate areas directly to designated locations within the BFT bus network (i.e. transferrable bus timepoints and transit centers), providing a vastly improved last mile travel option.



### The Bus Network – Attracting Ridership

BFT’s flagship bus service of 18 fixed bus routes logged 2,096,572 boardings in 2019. Despite a record-breaking blizzard in February, ridership was up 3% over 2018.

FIGURE 6: BFT’S COMPREHENSIVE SERVICE PLAN (CSP) STREAM-LINED SERVICES STABILIZES AND TRENDS UPWARD IN 2019



## 2020-2025 TRANSIT DEVELOPMENT PLAN

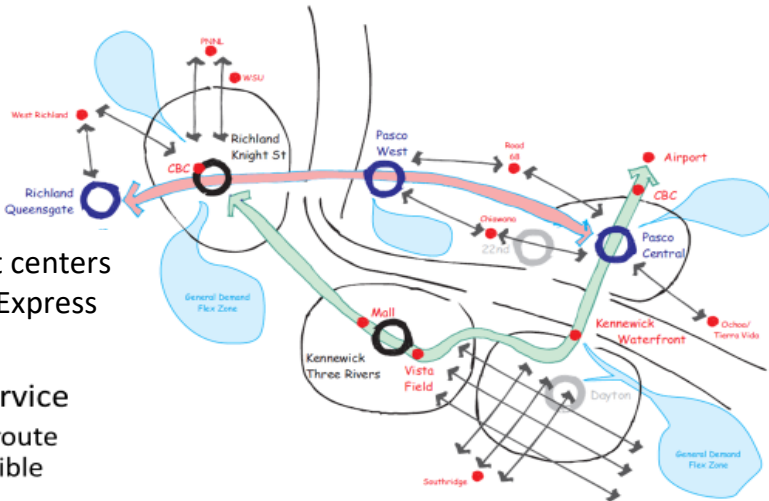
BFT continues to provide overflow buses to students during the school peak demand period. In partnership with Columbia Basin College (CBC), a college pass program is utilized by CBC students, with many of these riders being enrolled in CBC’s Running Start program, which encourages upper-level high school students to earn college credits (11.4% of all 2019 pass holders used a CBC Pass, see Table 4: Fare Types, above).

After two years of operating the reimagined BFT routing network, we are still expanding on the Comprehensive Service Plan implementation and continue to build upon the lessons learned.

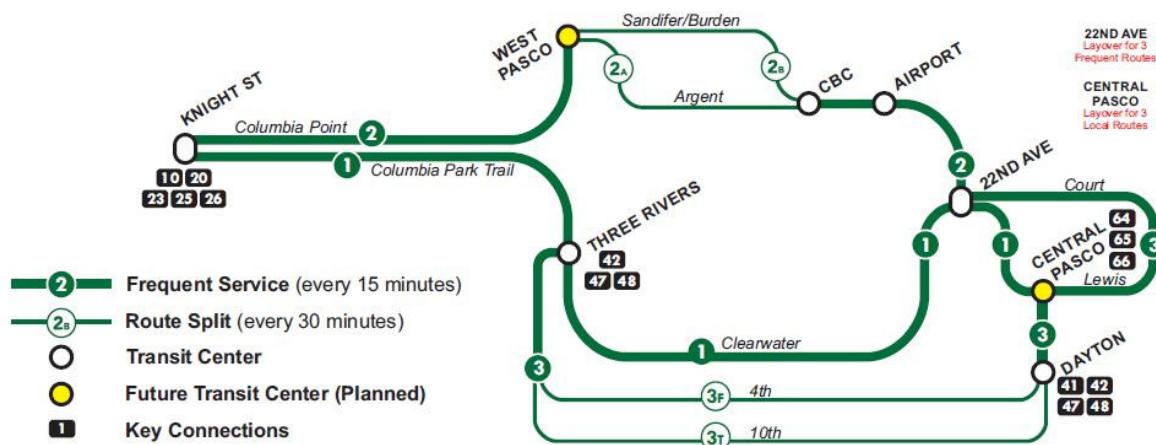
### Building on the Plan

#### Key Components

- Build the Frequent Service Corridor
- Link Transit Centers with Metro and Express Services
- Connect new & existing transit centers  
Evaluate Route 170 as a longer Express Link
- Optimize and “right-size” service
  - Balance BFT-operated fixed-route and contractor-operated flexible services



The next phase of our plan is for more frequent service on the most productive routes, beginning with a 15-minute frequency corridor. The first frequency corridor will run from the Tri-Cities Airport through Pasco, traverse Kennebec and terminate in Downtown Richland. As frequency improves over the years this corridor will attract transit-oriented development, which BFT actively promotes.



The six-year capital improvement program will be more robust now that WSDOT funding has been reinstated for the three new multi-modal transit hubs.

2020-2025 TRANSIT DEVELOPMENT PLAN

TABLE 6: WSDOT MULTI-MODAL TRANSIT CENTER GRANT AWARDS

Multimodal Hub	Total Project	WSDOT 80%	Local Share 20%
Ben Franklin Transit: Downtown Pasco	\$1,852,000	\$1,481,600	\$370,400
Ben Franklin Transit: Duportail	\$3,139,000	\$2,511,200	\$627,800
Ben Franklin Transit: West Pasco	\$3,713,000	\$2,970,400	\$742,600

Note: Total award as reinstated 4/1/20 - \$8,704,000 with local share of \$1,740,800

BFT’s partnerships with local cities during the installation of our new amenities have allowed us to integrate transit into future jurisdictional plans. BFT hopes to leverage these relationships to initiate several other complete street features that exemplify pro-transit urban design.

FIGURE 7: GUIDING PRINCIPLES OF THE NEXT PLAN

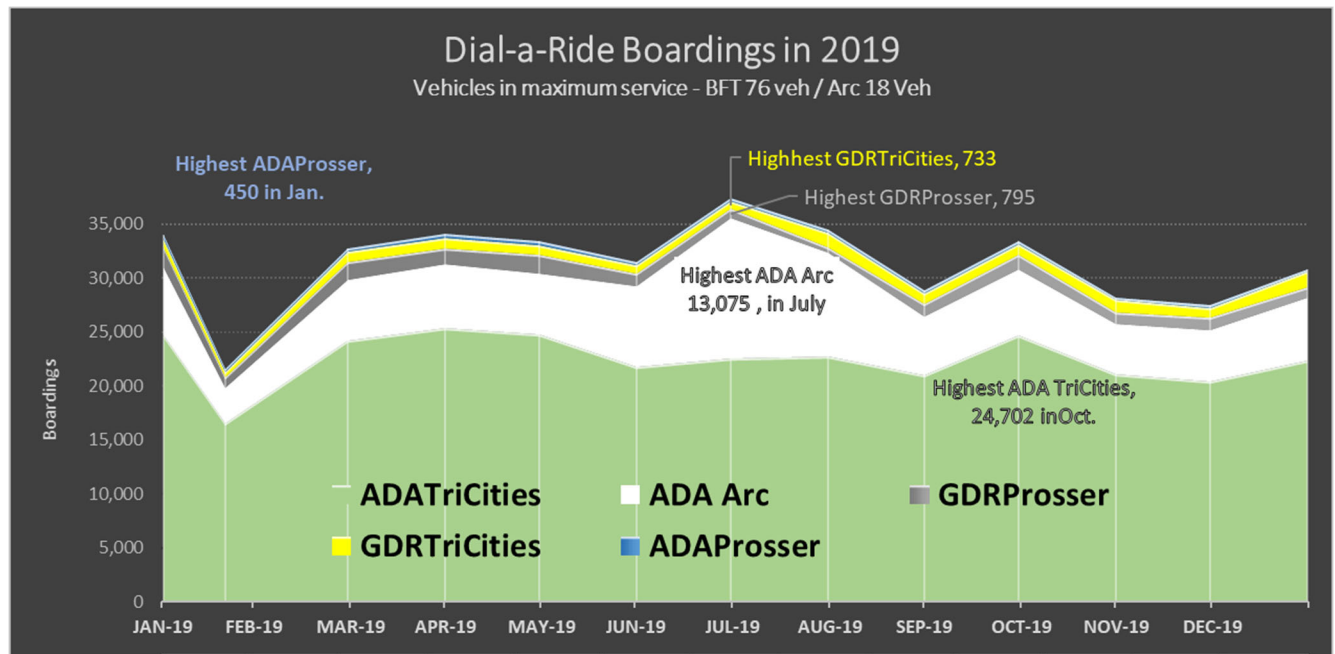


## Dial-A-Ride

In 2019, BFT’s Dial-A-Ride (DAR) service continued to operate everywhere in the 616-square-mile Public Transit Benefit Area (PTBA), not just the FTA-required ¼ mile buffer surrounding the bus system. DAR vehicles primarily provide much sought after and appreciated curb-to-curb service to eligible riders based on the Americans with Disabilities Act (ADA) qualifications. DAR vehicles ran almost as many miles and hours as the entire bus fleet (85% of total miles and 82% of the total hours), but the DAR per boarding expense is four times higher (approximately \$37.87 per passenger). Consequently, BFT diligently adheres to a judicious ADA screening process that ensures only eligible people ride DAR, thereby preserving the Tri-Cities community trust in the way BFT spends tax dollars on public transportation. BFT receives many requests to provide service to residents outside of the PTBA, which must be denied and account for about 7% of the complaints (see Customer Comment Records (CCR) table in public participation section).

BFT’s General Demand Response (GDR) service is delivered by DAR drivers to all the citizens of Prosser and Benton City, in lieu of bus service. Throughout 2019 the GDR model was extended to other pockets of the Tri-Cities and Finley in the wake of the loss of the feeder taxi service (see Figure 8 below). In addition, on March 15, 2020, the Arc of Tri-Cities completed the first year of a three-year contract with BFT to provide transportation to ADA-eligible persons with intellectual and developmental disabilities.

**FIGURE 8: BFT DIAL-A-RIDE BOARDINGS BY SUBGROUP**



**2019 Dial-A-Ride productivity analysis and improvement program**

BFT’s DAR database fluctuates; at the end of 2019 the files contained a total of 7,369 active riders that schedule roughly 1,115 trips per day. Due to the population’s vulnerable condition and transit dependency, only about 17% of the trips are cancelled. Drivers average 13.8 trips and cover about 5,903 miles per day. Average trip distance is 5.72 miles and average round-trip travel time is 20.09 minutes. Riders per revenue hour is about 2.3.

**Goals:** Data-driven analysis recommended policy changes to align with industry standard:

- Standardize scheduling process
- Eliminate customer confusion about early pick-up window
- Create operational efficiency
- Equitable customer service
- Help change customer behavior
- Reduce dispatcher stress to same-day schedule changes

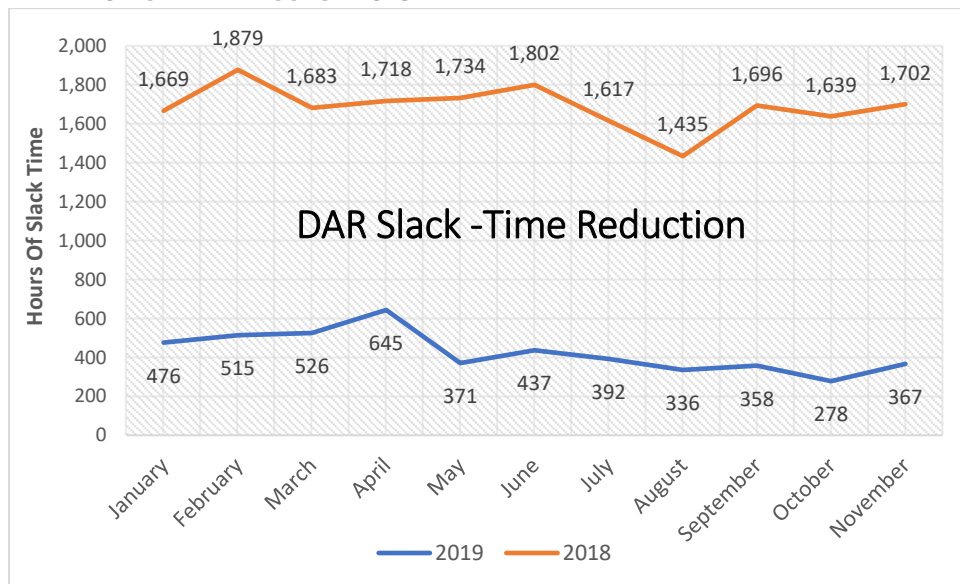
**Actions:** Service changes were communicated during customer and caretaker reservation booking and posted on the website three weeks prior to roll-out, then three specific changes were enacted in mid-May of 2019.

- Switch from 15 minutes before-and-after to 30 minutes after the scheduled pick-up time.
- Early returns no longer available on a will-call basis; instead, switched to at least one (1) hour in advance<sup>3</sup>.
- Eliminated will-calls - within two months will-calls dropped from 115 per day to two per day.

**Results:** The changes resulted in less overtime and more productive routes (see tables that follow):

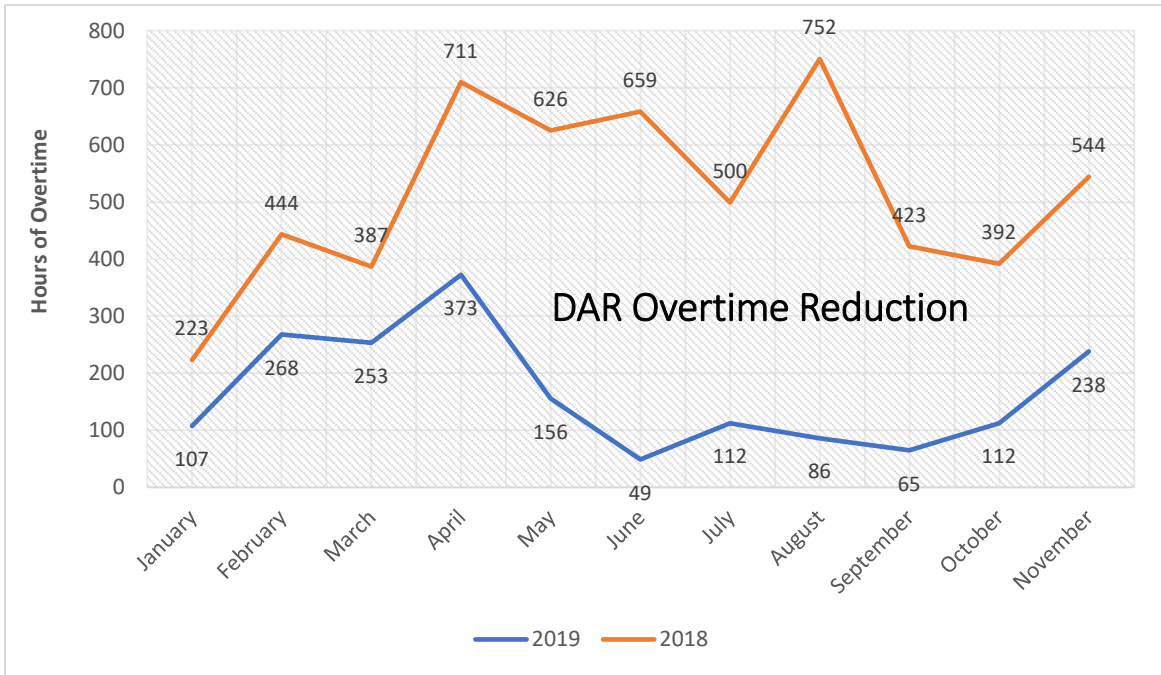
- On-time performance immediately improved from 95.5% to 96.8% in May 2019 and the average of 96.7% was sustained for the rest of the year.
- Overtime had a corresponding reduction in the efficiency of the changes. Overtime instantly dropped from 373 hours in April 2019 to 156 hours in May. The 2019 DAR overtime expense decreased by approximately \$132,000 than 2018.

**FIGURE 9: DIAL A RIDE – SLACK TIME REDUCTION 2019**



<sup>3</sup>Industry standard is two hours for early returns.

FIGURE 10: DIAL A RIDE – OVERTIME REDUCTION 2019



## Vanpool

Washington State has the largest public vanpool fleet in the nation. Each workday, more than 18,000 commuters ride in more than 3,000 vanpools. These vanpools improve air quality, reduce greenhouse gas emissions, and reduce the number of cars on the road. This partnership between the state and transit agencies started in 2001 with 12 transit agencies and now includes 22 transit agencies.

BFT’s conventional Vanpool program began in 1983 and has continuously supplied conscientious commuters with a popular alternative to commuting alone. BFT’s Vanpool groups completed 652,803 trips (6,600 increase over 2018), traveling 3.5 million miles over 80,000 hours. Increases during 2018 can be attributed in part to the RidePro software installation that enabled commuters to provide digital records of their standard route to work and to easily calculate group fares. This new technology gives BFT a detailed electronic record, which produces a monthly report for input into the National Transit Database (NTD) compilation. Beginning in January 2019, every Vanpool participant had an individual account available for access online. Rideshare matching was also invigorated and will be managed at the local level.

BFT currently has 173 Vanpool groups using SR 240 to the Hanford Site during morning and evening rush hours, or about 1,038 peak hour trips (e.g. just under 900 single occupancy vehicles once Vanpool vehicles return to service). The Hanford Waste Treatment and Immobilization Plant (commonly referred to as the VIT Plant) will soon employ about 3,000 new workers. The scheduled opening is 2023. Based on historical BFT Vanpool trends of about 14% of the Hanford employees, there is a potential of eliminating 400 cars from the SR 240 rush hour traffic flow.

Major Area Employers Served by BFT Vanpool:

Bechtel	Hanford	Prosser School District	Boise Cascade
Mission Support Alliance	St. Michelle Estate	Walla Walla City/County	Canoe Ridge Winery
U.S. Army Corps of Engineers	Washington River Protection Solutions	Walla Walla Army Corps of Engineers	Coyote Ridge Correctional Facility
CH2M Hill	Wahluke Schools	Walla Walla Penitentiary	Columbia Crest Winery
McNary Dam	Ice Harbor Dam	Lower Monument Dam	Priest Rapids Dam
Yakima Firing Range			

### Inter-Agency Coordination

BFT participated in many local government forums to aid in improving the conditions of the populations who dwell in affordable housing or in outlying areas of the PTBA. Participating in these forums allows BFT to reflect on public transportation aspects of emerging social topics (i.e., homelessness and the immigrant population). Over the last year, BFT staff has consistently attended regular meetings of the various jurisdictional Planning Commissions and Port Authorities, special local government Public Works open houses and Community Action Committee alliances to stay abreast of the rapidly changing land use issues.

### Regional, State and Federal Collaboration

BFT holds a seat as a voting member of the Benton-Franklin Council of Governments (BFCOG) Technical Advisory Committee, which was instrumental in both the 2019 TDP and the Transit Asset Management (TAM) Plan approvals. BFT participated in various WSDOT studies, including BFT Vanpool rider surveys for the WSDOT US-395 Corridor Safety Study, WSDOT Travel Washington Intercity Bus Program update, and the SR 240 Integrated Scoping Project. BFT actively participated in the BFCOG-led Human Service Public Transportation Coordination Plan updates of 2019, which resulted in awarding three regional WSDOT Consolidated Grants to organizations dedicated to transporting low-income individuals.

BFT actively participated in the Congestion Management Program (CMP) working group, to ensure transportation demand management (TDM) and multi-modal emphasis was incorporated into the update of the CMP process. The jurisdictions agreed to adopted some common data standards to help prioritize projects during the 2019 Metropolitan Transportation Improvement Program (MTIP) selection process. The “CMP Toolbox” included six mitigation strategies reliant on public transportation improvements. BFT submitted two Transportation Alternative Program grant proposals but neither won an award.

**FIGURE 11: CLASSIC SR240 ONE WAY PEAK DIRECTIONAL FLOW**



The March 2020 SR 240, Richland Corridor Study Improvement Integrated Scoping Report, notes that BFT advocated for non-single occupancy travel as an effective and responsible approach to addressing the Hanford commute traffic congestion. Shortly after the community involvement process concluded, BFT reached out to the Department of Energy (DOE) Infrastructure Group, which resulted in a meeting with Mission Support Alliance to discuss “immediate actions”. Two things emerged from that meeting: 1) an employee survey and 2) a proposal to build a stretch of by-pass lane to a new gate for 3+ passenger vehicles was supposed to be forwarded to the DOE infrastructure group. WSDOT has committed to evaluating the



feasibility of operating HOV lanes on SR 240 based on several possible alternatives; however the South Central WSDOT Region has not yet been able to secure the planning funds of about \$250K needed to conduct the study.

### Human Service Public Transportation Coordination

WSDOT funding helps support the 511 Transportation Assistance Hotline and Non-Emergency Medical Transportation (NEMT) coordination in Benton and Franklin Counties. People for People, a Community Connector route in Adams, Benton and Franklin Counties, uses BFT's Three Rivers Transit Center as a staging area. People for People utilizes Medicaid NEMT funds to purchase BFT bus passes. In 2019, People for People purchased 735 BFT bus passes, including Adult Passes(5), Dial-A-Ride (684), and Freedom Passes (36) and issued them to eligible participants.

FIGURE 12: PEOPLE FOR PEOPLE - ROUTE 102 SERVING; OTHELLO, CONNELL, MESA, TRI-CITIES



### Additional Services within BFT's PTBA

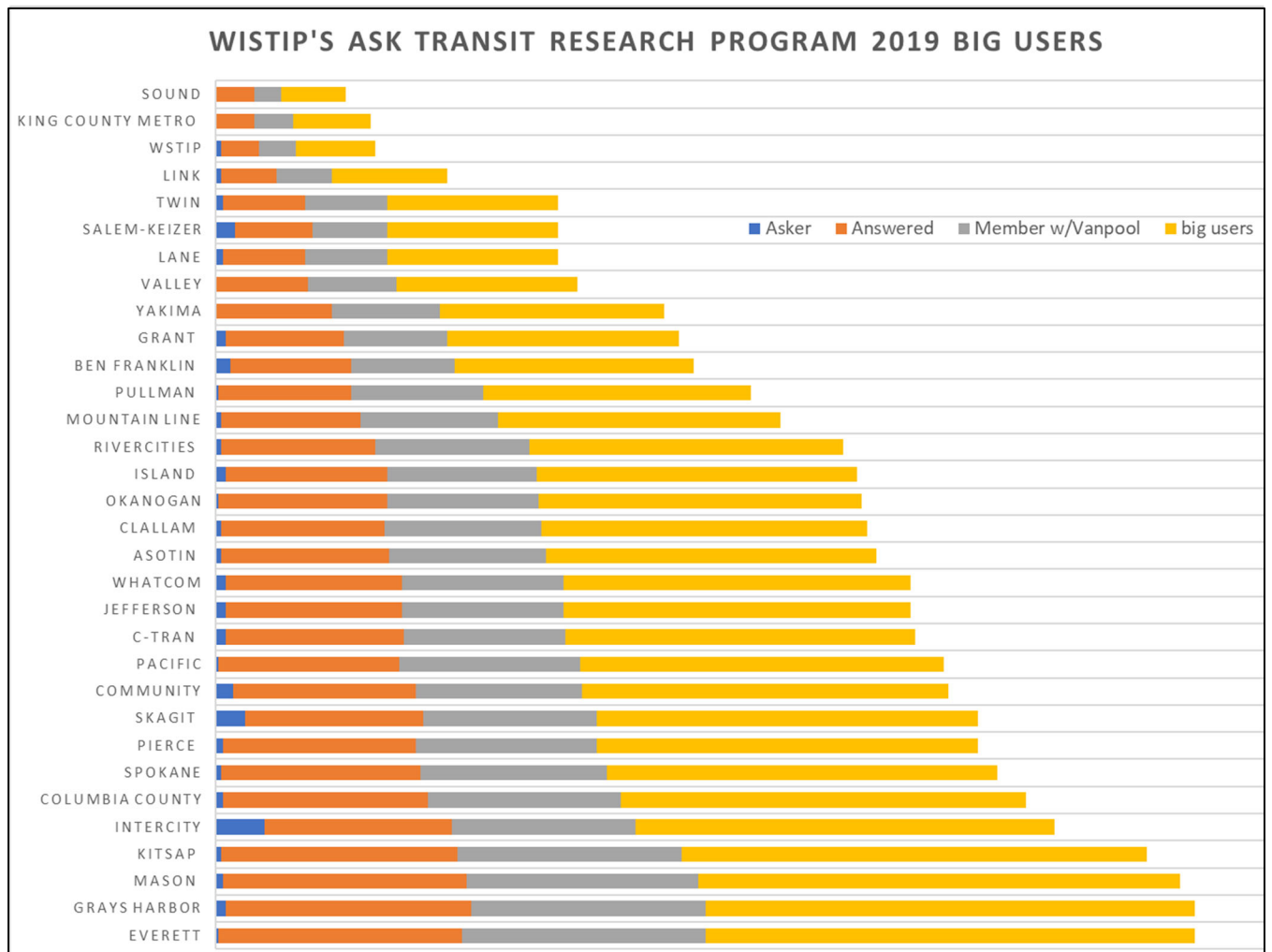
The Grape Line in Benton County is one of WSDOT's Travel Washington inter-city routes, providing service between Walla Walla and Pasco since November 2007. The Grape Line connects passengers with Greyhound, Amtrak, Valley Transit and uses BFT's 22<sup>nd</sup> Avenue Transit Center as a staging location.

The Pasco Multi-Modal Facility serves AMTRAK rail passenger connections to Spokane and Portland, the nationwide Greyhound network, and Fronteras-Del-Norte with connections to Tijuana, Mexico via Los Angeles three times a week. BFT serves the Pasco Airport via bus stops along Argent Road. The Yakima County Community Connector in Benton County is an important Monday – Friday connector to Prosser, with stops in Wapato, Toppenish, Zillah, Granger, Sunnyside and Grandview.

**Washington State Transit Insurance Pool (WSTIP) – ‘ASK Transit’ Research Program**

In an ongoing effort to meet WSDOT’s goal to be regionally collaborative, the ‘ASK Transit’ Research Program links WSTIP and Washington State Transit Association (WSTA) members to provide advice and information, including sample policies and documents when applicable. The question and answer cycle usually takes around a week. WSTIP monitors the ‘ASK Transit’ responses (if necessary following up to get answers), and packages an answer to the asking party. It has become a go-to resource for WSTA members.

**FIGURE 13: TRANSIT AGENCY INFORMATION SHARING**



**Community Participation and Public Engagement**

BFT employs a variety of methods to educate, engage and communicate with the community, including printed and digital schedule books, signs inside vehicles and at transit centers, Customer Service and Language Line assistance, ticket outlets, website, social media (Facebook and Twitter: @bftransit), press releases, digital and print advertising, community meetings, events and presentations.. In 2016, Ben Franklin Transit implemented the use of Language Line flyers which are placed on all fixed route services. The Language Line Flyers contain easily recognized symbols and the phone number of BFTs Language Line translation services. The flyers are a tool for coach operators to hand to any individual that appears to

need language assistance.

BFT encourages broad comment and input, including complaints, on proposed program of projects, service changes, fare changes and various policies. The monthly Board of Directors meetings are well attended by citizens and staff, who are always afforded an opportunity to provide their opinions. BFT is committed to resolve any concern regarding disparate impacts, especially any instance or activity that disproportionately burdens or discriminates against those individuals protected by Title VI documentation. These areas of response require:

- Providing a minimum 30-day advanced notice of public hearings regarding major service changes or fare increases, in Spanish and English.
- Informing the community of the proposed changes, the comment process and scheduled public hearings by way of: newspaper ads, multimedia news releases, onboard signage, postings at BFT offices and the BFT website at [bft.org](http://bft.org), in Spanish and English.

In addition to the formal process, BFT conducts surveys and holds public forums and open houses,. Proposals for major service changes and fare increases are submitted to the BFT Citizens Advisory Network (CAN) for discussion, review and comment. The CAN is comprised of representatives of the disabled, low income, educational institutions, major employers and limited English proficiency citizens . All input and comment, including minutes of public hearings, recommendations of the CAN and BFT staff recommendations are provided to the BFT Board of Directors prior to any decision. Interpreters are present at all public hearings to translate information and comments. Customers can also submit complaints, feedback or participate in the public involvement process without fear of retribution from the agency. BFT will appropriately discipline any employee or contractor that retaliates against someone for submitting a comment. All feedback from the public is valued.

The Customer Comment Records (CCR) database documents concerns and compliments received from the public. BFT's Customer Service department funnels customer comments to the respective BFT departments within four days of initial contact. BFT responds to the comment and then it is archived. The record of complaints in 2019 is shown in Table 7. Both bus operators and the Dial-a-Ride drivers received about the same number of commendations; note that compliments are constantly being offered verbally and are rarely submitted in writing. On the flip side, operators and drivers with an unpleasant attitude are constantly being reported – consequently, the BFT trainers refined the sensitivity training module with fresh case examples from the CCR. Customer retention continues to be a challenge, where comments such as ‘passenger passed by’ or “missed connections” generate the highest level of complaints that are focused on the bus network. BFT has a two-pronged approach to reducing the frequency that customers are passed by: 1) more driver training - “whenever possible, accommodate the pick-up”, 2) more visibility - by installing new clear glass shelters, adding solar lighting for winter and later service hours, assessing visibility as key attribute. Other comments were largely from non-rider automobile drivers complaining about buses, and Vanpool drivinving activity.

2020-2025 TRANSIT DEVELOPMENT PLAN

TABLE 7: CUSTOMER COMMENTS LEAD TO LESSONS LEARNED

Lesson Learned	Fixed Route	Dial-a-Ride	Vanpool	Planning	CCRs	% total
<b>Compliment for extreme helpfulness</b>	<b>11</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>27</b>	<b>4.6%</b>
<b>Compliment for politeness</b>	<b>4</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>1.7%</b>
<b>Compliment for safe operations</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>1.2%</b>
<b>Passenger Passed by, missed connections</b>	<b>77</b>	<b>7</b>	<b>n/a</b>	<b>n/a</b>	<b>84</b>	<b>14.2%</b>
Customer left - arrived as bus left stop	9	n/a	n/a	n/a	9	1.5%
Dissatisfied w/environment (noise, odor)	8	8	1	10	27	4.6%
Early/Late - poor on time performance	17	10	n/a	n/a	27	4.6%
Fare dispute	14	2	n/a	3	19	3.2%
ADA rule was not adhered to	n/a	12	n/a	n/a	12	2.0%
Passengers fighting	3	0	3	n/a	6	1.0%
Language barrier	2	0	n/a	n/a	2	0.3%
Litter and messiness	0	0	2	n/a	2	0.3%
Stop request was ignored	8	n/a	n/a	n/a	8	1.4%
Animal issue	2	0	n/a	n/a	2	0.3%
Bad bike-to-bus experience	7	n/a	n/a	1	8	1.4%
Request for Public Bathrooms	n/a	n/a	n/a	1	1	0.2%
Shelter design complaints	n/a	n/a	n/a	6	6	1.0%
Need more Amenities (bench etc.)	n/a	n/a	n/a	12	12	2.0%
Stop Added/Moved	6	n/a	n/a	26	32	5.4%
<b>Weaving and cutting of other vehicles</b>	<b>26</b>	<b>10</b>	<b>26</b>	<b>n/a</b>	<b>62</b>	<b>10.5%</b>
Operators driving aggressively	15	3	14	n/a	32	5.4%
Disobeyed traffic controls	12	3	5	n/a	20	3.4%
Display of distracted driving	8	0	1	n/a	9	1.5%
Operators speeding	19	4	18	n/a	41	6.9%
Operators parking inappropriately	n/a	n/a	n/a	1	1	0.2%
<b>Operators w/ poor attitude</b>	<b>56</b>	<b>9</b>	<b>n/a</b>	<b>n/a</b>	<b>65</b>	<b>11.0%</b>
Ride that jostling customers	11	3	n/a	n/a	14	2.4%
Operators fail to kneeling/deploy ramp	7	1	n/a	n/a	8	1.4%
Neighborhood St, routing issues	n/a	n/a	n/a	4	4	0.7%
Outside PTBA wanting service	n/a	n/a	n/a	7	7	1.2%
Later hours	n/a	n/a	n/a	10	10	1.7%
Expanded Coverage & Service Frequency	n/a	n/a	n/a	12	12	2.0%
Snow removal	4	0	n/a	2	6	1.0%
<b>2019 Customer Comment Records (CCRs)</b>	<b>329</b>	<b>92</b>	<b>72</b>	<b>99</b>	<b>592</b>	<b>100.0%</b>

### Federal Transit Administration Triennial Review

In 2019, BFT successfully completed a Federal Transit Administration (FTA) Triennial Review, which is a thorough agency-wide audit. The audit occurs every three years. BFT was pleased with a result of only three findings across the multitude of areas of scrutiny; all three of the findings had clear solutions and have subsequently been addressed.

### Transit Asset Management

BFT asset condition assessment ratings are based on a FTA Transit Economic Requirements Model (TERM) scale. In accordance with the TERM scale assets, with a condition rating score 3.0 and above are in a State of Good Repair (SGR), whereas assets with a condition rating score of 2.9 or below may require prioritization during capital programming.

**FIGURE 14: BFT BENCHMARKS FOR VEHICLE USEFUL LIFE USED FOR TRANSIT ASSET MANAGEMENT**

CONDITION CRITERIA					RATING SCALE		
Useful Life Benchmark	Mileage (ULB)	Condition	Performance	Level of Maintenance	Rating	Rating Description	Rating Range
Age Remaining	Mileage Remaining	Anticipated Maintenance	Reliability, Safety, Standards	Pattern of extensive Maintenance			
new or nearly new 75% - 100%	new or nearly new 75% - 100%	new or like new	meets or exceeds all industry standards	requires routine and scheduled maintenance cycles.	5	Excellent	4.8 to 5.0
at mid-point of ULB 50%-75%	nearing or at its mid-point of ULB 50%-75%	shows minimal signs of wear and deterioration	generally, meets performance and reliability	needs minor repairs between maintenance cycles	4	Good	4.0 to 4.7
beyond mid-point of ULB 25%-50%	passed its mid-point of ULB 25%-50%	signs of defective or deteriorated components	reliability interruption for non-schedule maintenance	needs more frequent minor repairs on subcomponents.	3	Adequate	3.0 to 3.9
approaching end ULB life 0%-25%	nearing or at end of its ULB 0%-25%	parts needs to be rebuilt or replace	Substantial failures, but <b>no safety risk</b>	significant cost of repairs between maintenance cycles	2	Marginal	2.5 to 2.9 2.0 to 2.4
passed its ULB	passed its ULB	no longer serviceable	<b>poses safety hazard</b> if put in service	Major component failures	1	Poor	1.0 to 1.9
Asset non-operable or unsafe. Spare parts					0		0

The details of fleet condition analysis and inventory of vehicles is maintained in a TAM TERM LITE compatible database. This database also contains a recent 2019 assessment of all BFT’s major assets per the FTA TAM requirements. Routine and capital maintenance budgets were modified accordingly.

## 2020-2025 TRANSIT DEVELOPMENT PLAN

### Budgeting and Finance Balance Sheet

#### Capital Improvement Plan Background and Financial Planning

The development of a six-year Capital Improvement Plan (CIP) prioritizes resources in an effort to maintain existing assets in a State-of-Good-Repair and allow for continued growth and enhancements of the transit system. The Program of Projects (POP) in the Transit Development Plan (TDP) are derived from the CIP and presented to the BFT Board of Directors during the annual budget process.

The CIP envelopes BFT's Transit Asset Management (TAM) plan, the State of Good Repair policy and fleet replacement schedules. The list of projects and detailed CIP forms for revised and new projects are included as part of the budget resolutions passed by the Board of Directors. Amounts listed for each programmed project are estimates and are fine-tuned during the mid and annual budget revision cycles.

Within the six 2020-2025 TDP horizon years, BFT projects collecting \$355 million in revenues from Local, State and Federal funding streams to cover the \$374 million in estimated operation and capital expenses over the same period (see Table 8 below). The \$22.4 million in deficit will be balanced by reserved funds specifically set aside to sustaining forward progress on the approved Capital Projects.

**TABLE 8: 2021 - 2025 BUDGET FORECAST (\$MILLIONS)**

Revenues (annual)	2019	2020	2021	2022	2023	2024	2025	2020-25
Local Sales Tax	\$39.31	\$36.56	\$37.93	\$39.16	\$40.63	\$41.95	\$43.53	\$239.76
Fares, Contracted Service, Misc	\$4.33	\$4.36	\$4.43	\$4.53	\$4.64	\$4.74	\$4.85	\$27.55
State Operating	\$0.84	\$0.84	\$0.16	\$0.16	\$0.35	\$0.35	\$0.29	\$2.15
Federal Operating	\$4.85	\$22.14	\$5.03	\$5.04	\$5.06	\$5.07	\$5.08	\$47.42
Capital Grants	\$6.35	\$5.54	\$11.79	\$4.32	\$6.16	\$4.47	\$5.94	\$38.22
<b>Revenues (sum)</b>	<b>\$55.68</b>	<b>\$69.44</b>	<b>\$59.34</b>	<b>\$53.21</b>	<b>\$56.84</b>	<b>\$56.58</b>	<b>\$59.70</b>	<b>\$355.11</b>
Expenses (annual)	2019	2020	2021	2022	2023	2024	2025	2020-25
Labor	\$28.77	\$29.54	\$30.72	\$31.94	\$33.22	\$34.55	\$35.93	\$195.90
Non-Labor	\$11.63	\$14.90	\$15.17	\$15.40	\$15.63	\$15.87	\$16.16	\$93.13
Service Expansion	\$0.00	\$2.35	\$2.56	\$2.61	\$2.67	\$2.73	\$2.79	\$15.72
Capital Expenses	\$19.03	\$8.77	\$13.93	\$9.52	\$16.98	\$9.91	\$9.92	\$69.03
<b>Expenses (sum)</b>	<b>\$59.43</b>	<b>\$55.56</b>	<b>\$62.38</b>	<b>\$59.47</b>	<b>\$68.50</b>	<b>\$63.06</b>	<b>\$64.79</b>	<b>\$373.77</b>
Balance - end of year position	(\$3.75)	\$13.88	(\$3.04)	(\$6.26)	(\$11.66)	(\$6.48)	(\$5.10)	(\$22.42)
Reserves (cumulative)	2019	2020	2021	2022	2023	2024	2025	
Reserves from prior year	\$39.88	\$36.13	\$50.00	\$46.98	\$40.72	\$29.06	\$22.58	
Revenue - Expense	(\$3.75)	\$13.87	(\$3.03)	(\$6.25)	(\$11.66)	(\$6.47)	(\$5.10)	
Reserves end of year position	\$36.13	\$50.00	\$46.98	\$40.72	\$29.06	\$22.58	\$17.49	
Reserves (financial accounts)	2019	2020	2021	2022	2023	2024	2025	
Restricted Reserve Funds	\$22.89	\$24.67	\$25.26	\$25.82	\$26.40	\$26.99	\$27.61	
Total Surplus (Deficit) Funds	\$13.24	\$25.34	\$27.72	\$14.90	\$2.66	(\$4.41)	(\$10.13)	(\$10.13)

Note: costs have been rounded for display purposes, full details to the dollar are available in Appendix Even with post COVID-19 projections indicating a relatively quick Local Sales Tax recovery, the reserves will decline over the 2020-2025 period. However, the restricted reserve fund would remain protected. There are federal legislative efforts in play to increase Federal Funding for Transit that might slow prolonge \$24 million to almost \$27 million by year-end 2025 (see Figure 15).

## 2020-2025 TRANSIT DEVELOPMENT PLAN

Figure 15: Reserve Fund position in relation to projected annual revenue-expenses for year 2020-2025

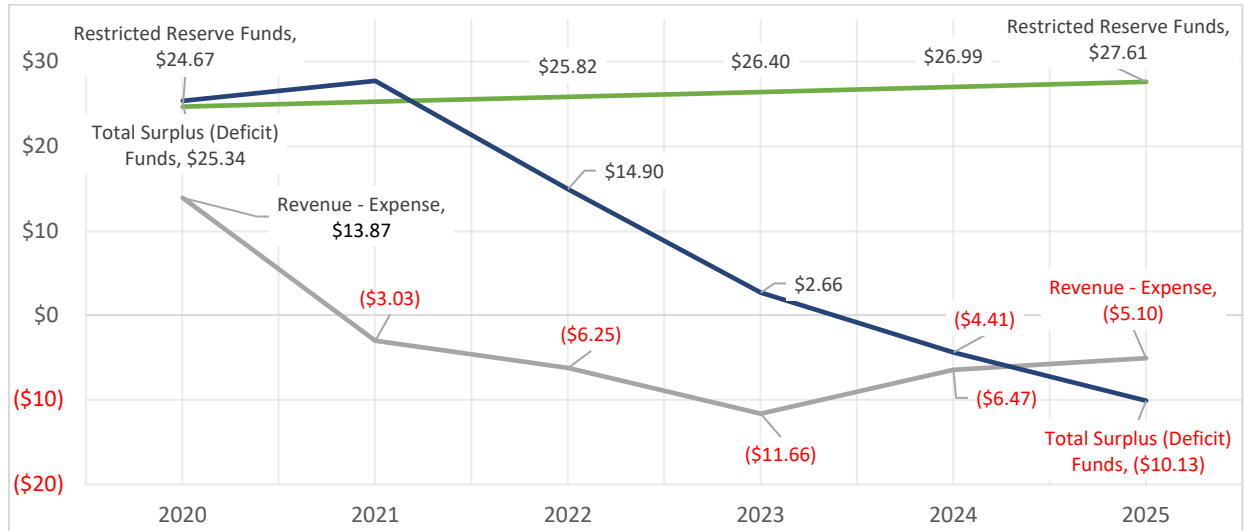


Figure 15 (above) demonstrates how BFT’s balance of reserves and expenditures will continue to support BFT’s Capital Improvement Program campaign. Two important milestones; 1) The Comprehensive Service Plan implementation (2018) and 2) purchasing of new vehicles to bring the “right sized fleet” into a State-of-Good-Repair (2019), needed to be on track before BFT could move forward on the several major construction projects in the 2020-2025 period.

### 2020-2025 Capital Improvement Plan

The TDP focuses on BFT’s capital investments, which includes the ongoing projects and new initiatives that involve purchases and/or construction in the near-term planning horizon. The CIP is a composite of BFT’s: Transit Asset Management (TAM) plan, the State of Good Repair strategy, the fleet replacement schedules and the next plan for service design and implementation. Each year BFT’s CIP is loaded into the Regional Transportation Improvement Program, which requires that the funding sources for the current and first two years of the program are guaranteed, and the later three years are solid commitments from substantiated funding streams. This financially constrained program is then uploaded to the Statewide Transportation Improvement Program (STIP). Adherence to insertion into the STIP is a federal requirement for all projects that utilize federal transportation funding. Projects that are funded solely with local funds are not required to be in the STIP, but BFT includes all regionally significant capital improvement projects in the TDP, primarily to support for the Benton Franklin Council of Government’s traffic congestion management planning, which proposes to utilize transit as a key mitigation strategies for air quality conformity.

### Fleet Replacement Program

Purchase of replacement vehicles for vehicles that have met their useful life continues to remain an important BFT priority. The table below demonstrates the rolling program needed to match funding with fleet replacement requirements. The Program of Projects (POP) derived from the Capital Improvement program offers a simplified version of the fleet replacement program (see details in Appendix D1 and D2).

*2020-2025 TRANSIT DEVELOPMENT PLAN*

**TABLE 9: SCHEDULE OF VEHICLE PURCHASES PER THE BFT 2020-2025 PROGRAM OF PROJECTS (IN \$000)**

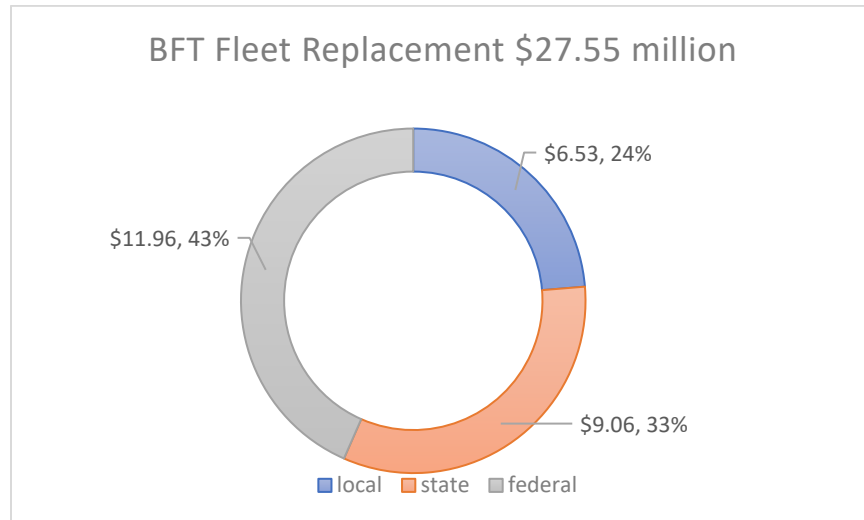
Year	Fleet Type	unit	local	state	federal	total
2020	Fixed Route	8	\$965		\$4,827	\$5,793
2021	Fixed Route	8	\$870	\$600	\$3,479	\$4,948
2023	Fixed Route	8	\$913	\$600	\$3,654	\$5,167
	<b>Fixed Route Total</b>	24	\$2,748	\$1,200	\$11,960	\$15,908
2022	Dial A Ride	12		\$1,145		\$1,145
2023	Dial A Ride	12		\$1,156		\$1,156
2024	Dial A Ride	12		\$1,168		\$1,168
2025	Dial A Ride	12		\$1,203		\$1,203
	<b>Dial A Ride Total</b>	48		\$4,672		\$4,672
2021	Vanpool	40	\$715	\$775		\$1,490
2022	Vanpool	40	\$729	\$790		\$1,519
2023	Vanpool	40	\$744	\$806		\$1,550
2024	Vanpool	40	\$759	\$822		\$1,581
	<b>Vanpool Total</b>	160	\$2,947	\$3,193		\$6,140
2020	Non-Revenue Support Vehicles	10	\$395			\$395
2021	Non-Revenue Support Vehicles	2	\$164			\$164
2022	Non-Revenue Support Vehicles	1	\$66			\$66
2023	Non-Revenue Support Vehicles	1	\$68			\$68
2024	Non-Revenue Support Vehicles	1	\$70			\$70
2025	Non-Revenue Support Vehicles	1	\$72			\$72
<b>Total</b>	<b>Non-Revenue Vehicles</b>	16	\$835			\$835
<b>Grand Total</b>		<b>248</b>	<b>\$6,530</b>	<b>\$9,065</b>	<b>\$11,960</b>	<b>\$27,555</b>

**Note: Vehicle Replacement Cycle: Bus = 14 years, Paratransit = 9 years, Vans = 7 years**

The current Program of Projects was approved by the Board of Directors in August of 2020, lists 248 vehicles slated for replacement between 2020-2025, at a total cost of about \$27.55 million, of which 43% is programmed for federal funding (BFT uses the FTA Section 5339 Formula Grant for purchase of buses), 33% in WSDOT State funding (for Vanpool vans and DAR cut-away style, ADA vehicles), and 24% local revenues (for purchase of the non-revenue support vehicles).



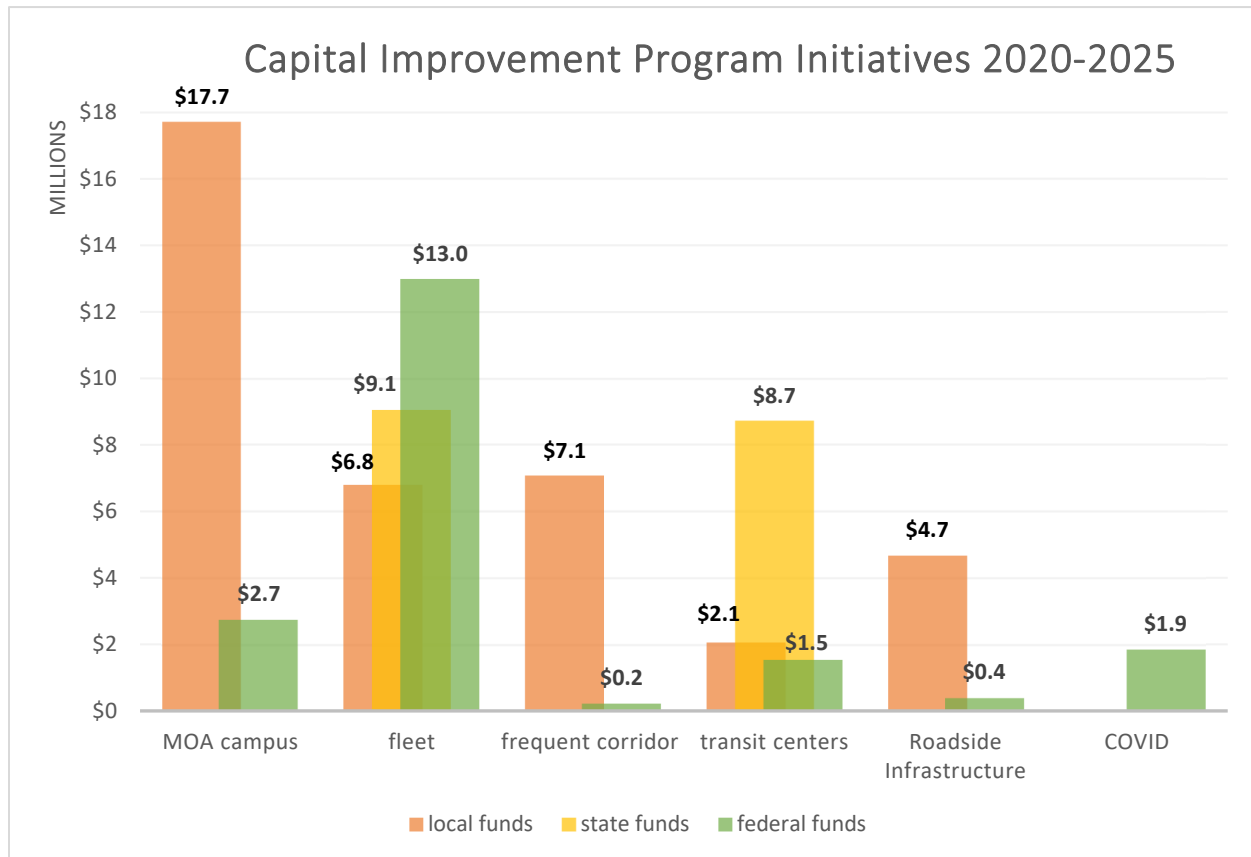
FIGURE 16: FUNDING SHARE OF THE BFT FLEET REPLACEMENT PROGRAM



Vehicle replacement typically constitutes almost half of the CIP. However, BFT Board of Directors approved a series of studies over the last several years which have propelled several construction projects into the short-range planning horizon.

### Capital Improvement Program

FIGURE 17: BFT 2020-2025 CONSTRUCTION PROJECTS INITIATED BY RECENT STUDIES



Note: Transit Center includes Regional Mobility Grant reinstated 4/1/20 - \$8.7M WSDOT, \$1.7 Local match

- The large Maintenance, Operation and Administration (MOA) construction program is

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## 2020-2025 TRANSIT DEVELOPMENT PLAN

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focused on the long-awaited operations building renovation at the BFT Headquarter, at 1000 Columbia Park Trail in Richland. The entire MOA campus improvement program is estimated to cost about \$20.5 million, which includes support equipment (i.e., computers), the associated portions of the system-wide security upgrades, and urgent Transit Asset Management (TAM) plan recommended equipment upgrades. The bulk of these improvements (about 87%) will be funded with local revenues.

- The Transit Center funding includes acquisition and construction of the multi-modal transit hubs that were funded through a WSDOT Regional Mobility Grant, which had already been included in last year's TIP. The smaller Downtown Pasco Hub will fit into the existing street grid, the Richland/Duportail Transit Hub will intensify the Tulip Lane Park & Ride and the West Pasco Transit Hub will add a significant amount of Park & Ride capacity (the schedule for the West Pasco Transit Hub has been extended). The \$12.3 million Transit Center investment includes some minor upgrades to the Three Rivers Transit Center. The transit hubs are a vital building block for the long-term frequent corridors vision.
- The frequent corridor service will warrant additional traffic safety and engineering improvements to maintain a bus passing the stop every 15 minutes. This service is estimated to cost about \$7.3 million, largely funded with local funds.
- Neighborhood Park & Ride, and the roadside amenities projects have all moved into a network infrastructure construction phase that totals \$5 million, once a portion of the systemwide security upgrades and roadside technology is included.
- The smaller \$1.85 million capital expense element of the COVID-19 response is listed below.
  - Transit Center - Renovation of Three Rivers Transit Center Security Barrier
  - Bus Equipment: Protective Barriers
  - Cleaning/Disinfecting Systems
  - Business Continuity IT Equipment & Infrastructure

The complete list of the 2020-2025 year-by-year funding for the Program of Projects can be found in Appendix D1 and D2.

## Keeping in step with the Community

### State of Washington – Urban Growth Area Plan

Counties are responsible for designating, expanding and/or reducing Urban Growth Area (UGA) boundaries. UGA locations are where “urban growth shall be encouraged and outside of which growth can occur only if it is not urban in nature.” (RCW 36.70A.110)

Goals of the UGA Plan include:

Concentrated urban growth	Sprawl reduction	Regional transportation
Affordable housing	Economic development	Property rights
Permit processing	Natural resource industries	Open space and recreation
Environmental protection	Public facilities and services	Early and continuous public participation
Historic preservation	Shoreline management	

### City of Pasco Urban Growth Planning and Urban Design

After presenting an UGA boundary expansion, that included 5,200 acres of predominantly agricultural land needed to accommodate the expected 30 years of growth using the traditional land use development

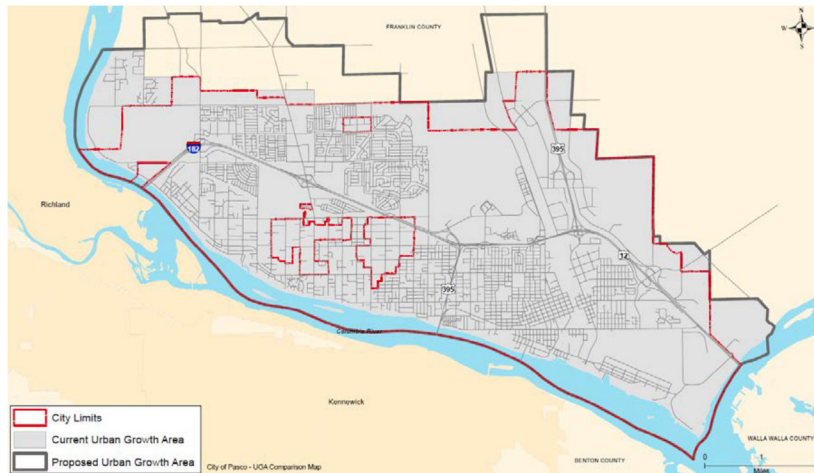


FIGURE 18: PASCO UGA EXPANSION PROPOSED IN MAY 2019

pattern of 90% single family housing, BFT’s Planning department was asked to produce an alternative “compact-growth” development model that focused on infill and permitting higher density cluster development. The hybrid proposal presented to Pasco City Council in May 2019 called for 3,600 acres of UGA expansion. The lower projections were possible by creating several pockets of high-density housing in the northwest, a 1,600-acre master plan for the Broadmoor area, plus scattered opportunities to absorb households by subdividing large lots and other

forms of infill. A new Comprehensive Plan update is in the final draft stage. Several new zoning code ordinances have been issued for single occupancy residences (SROs), minimum lot sizes adjustments, shared street frontages, and increased dwelling height in residential zones.

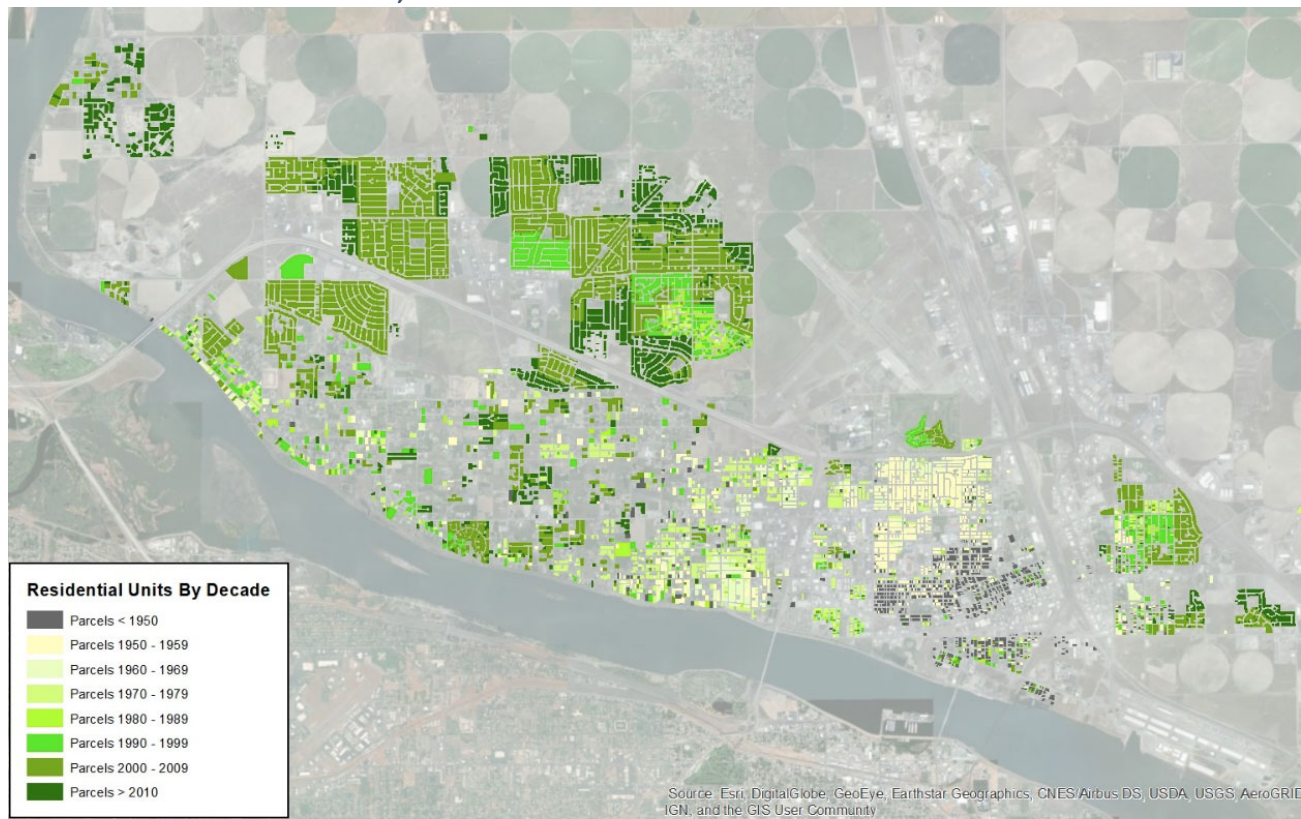


**FIGURE 19: DISCONNECTED ROAD PATTERN OF NEW DEVELOPMENTS | PASCO**

Points of access from the interior of many current subdivisions can be more than a ¼ mile walk to a connection to an arterial, with long running block walls between streets making cut-thru impossible. This forces pedestrians to meander through a maze of limited street connections to reach existing bus stops.

Figure 20 which follows, shows how extensive this same enclave pattern has built out in the last 20 years.

**FIGURE 20: PASCO'S BUILDING BOOM; POST YEAR 2000 ENCLAVES ENVELOPING FAR FLUNG RURAL TRACKS**



The building boom is outpacing the planning improvements. Over the last three years, 1,500 new homes have been added to this walled enclave pattern. A new transportation plan is just getting underway, which will address reduction in block lengths and hopefully adopt a functional road classification scheme that promotes roadways as a public utility rather than a development tool.

## City of Kennewick Urban Growth Planning and Urban Design

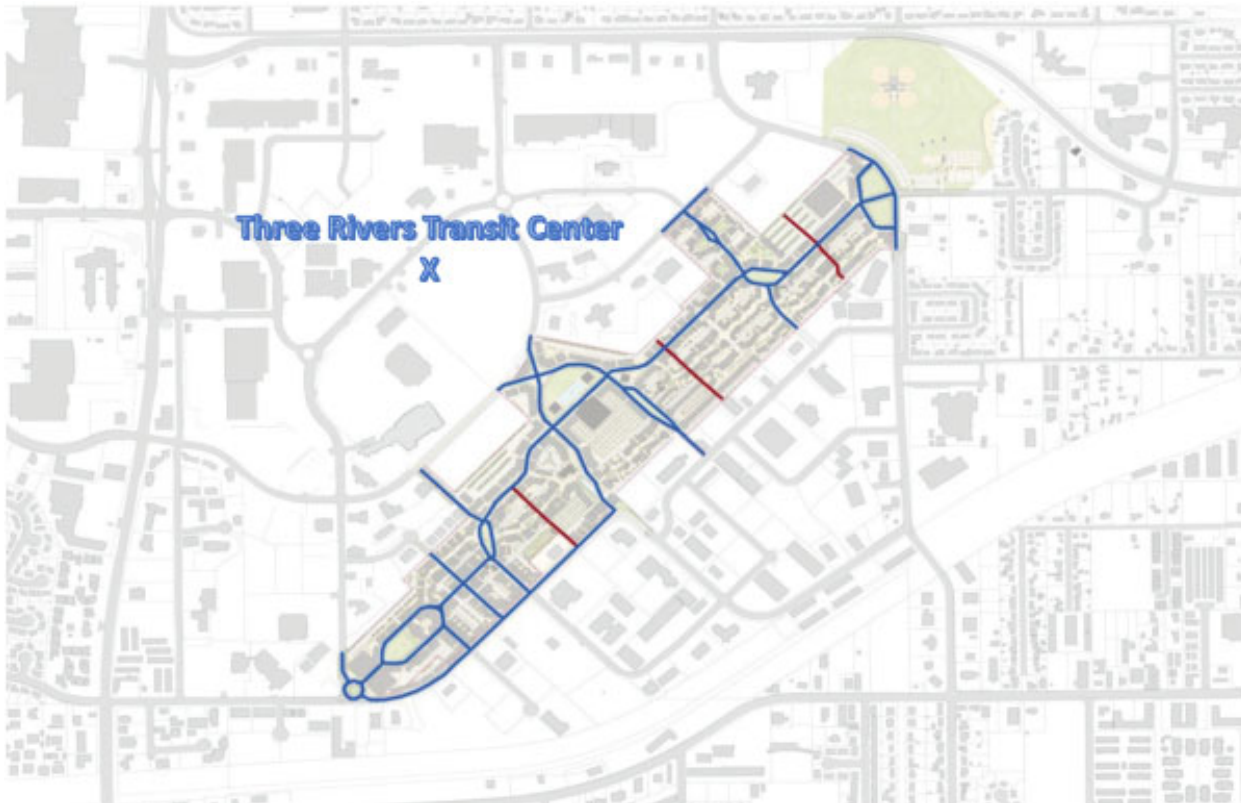
**FIGURE 21: A CITY OF KENNEWICK ECONOMIC DEVELOPMENT/PUBLIC PRIVATE PARTNERSHIP ASPIRATION**



The City of Kennewick aspires to push the urbanization envelope. Shown above is the proposed new development to expand the Three Rivers Convention Center with a performing arts theater, new convention hotel, retail space, residential towers, and public spaces. In the far background the flat white feature along Okanogan Avenue is the Three Rivers Transit Center; the largest transit center in the Tri-Cities region. BFT is interested in building a Transit Center that would

complement Kennewick's Urban Renaissance design and is willing to engage in some land swapping to achieve full multimodal integration. There are high hopes that the towers will provide expansive pedestrian walkways through the site to enhance the future transit connection beyond the towers to the Vista Field. Three Rivers Transit Center is located only 1/2 mile from the new Vista Field development. The Vista Field Master Plan calls for a neighborhood-scaled destination with mixed-uses, vibrant public spaces, private amenities, and a focus on multi-modal access. However, road geometry, particularly tight turns might make the journey challenging for bus operations. The lack of pedestrian easements to the site might make the trip difficult for transit users.

**FIGURE 22: BFT THREE RIVERS TRANSIT CENTER JUXTAPOSITION TO VISTA FIELD**



**FIGURE 23: LIMITED TRANSIT ACCESS TO FUTURE URBAN GROWTH**



Even the new public Department of Social and Health Services (DSHS) office building, which is situated between The Three Rivers Transit center and the proposed towers, has no direct connection to the Transit Center.

WSDOT’s recent focus on preservation and maintenance over new projects further bolsters the need for upfront urban design that allows the city to grow vertically.

## City of Richland Urban Growth Planning and Urban Design

The new Duportail Bridge in Richland will directly connect Richland’s downtown core and a rapidly expanding suburban part of West Richland via Duportail Street.

**FIGURE 24: CITY OF RICHLAND \$37.5 MILLION DUPORTAIL BRIDGE**



Fortunately, the Duportail Bridge will incorporate bike and pedestrian paths, to support:

- Increased walkability in the street network
- Improved quality of life within the heart of the city
- Improved access to recreational trails and a non-motorized boat launch

The City of Richland has also been incorporating alternative transportation within multimodal designs for the Downtown Connectivity Study. As mentioned earlier, collaboration with the City of Richland has been excellent over the last year, especially with integrating transit amenities into roadways and sidewalk improvement plans

## City of West Richland Urban Growth Planning and Urban Design

West Richland has been growing with a healthy pattern of urban growth that balances infrastructure and development. Greenfields are still the target for most of the growth which taxes the utilities and services. The Heights at Red Mountain Ranch to be built on farmland on the western border of the south half of West Richland is the largest preliminary plot (148 acres) that the City Council has ever approved (August 2019). As Keene is extended and Ruppert Road upgraded, sidewalks will be added for walkability and safe pathways to the area’s schools, according to city documents. Keene Road and Van Giesen Street will serve as the development’s main thoroughfares. The city is requiring the developers to extend Keene Road and

Paradise Way to accommodate the planned growth. Paradise Way will eventually connect to Van Giesen, providing access to the businesses on Bombing Range Road. While the Red Mountain Interchange will not proceed as planned, WSDOT has repropoed \$24.5M of the prior allocation be used to design and construct improvements in the SR 224/Red Mountain Vicinity, including adding vehicle and bicycle lanes, pedestrian facilities and intersection upgrades.

### Prosser and Benton City Urban Growth Planning and Urban Design

The most recent Comprehensive Plans continue to project strong growth in these two communities.

- The Benton City Comprehensive Plan (2017) estimated population growth to increase 40% by the year 2040; e.g. 893 new residential units need built to accommodate 2,142 additional people.
- The City of Prosser Comprehensive Plan (2018) - estimated population growth to increase 30% by the year 2040; e.g. 900 new residential units need built to accommodate 2,467 additional people.

The West Richland Red Mountain Ranch growth mentioned above is indicative of the narrowing gap between the Tri-Cities and Benton City. BFT will be revisiting these changing dynamics as part of the on-going long range planning effort called the 'Next Plan'.

## Appendix A: About Ben Franklin Transit

Ben Franklin Transit (BFT) was formed under the authority of Chapter 36.57A of the Revised Code of Washington State, as a Public Transportation Benefit Area (PTBA). BFT is a separate entity and is fiscally independent of other state and local government entities, as a primary government for reporting and there are no additional entities or funds for which BFT has reporting responsibilities. BFT is a special purpose government entity and provides bus, paratransit, Vanpool, General Demand and on-demand ride service to the public in Benton and Franklin Counties. It is supported primarily through locally generated sales tax and user charges. BFT is governed by a nine-member Board of Directors comprised of two Franklin County Commissioners, one Benton County Commissioner and one City Council member from Benton City, City of Kennewick, City of Pasco, City of Prosser, City of Richland, and the City of West Richland. In 2010, a non-voting board member was added to represent the labor unions of BFT.

BFT is a member of the Washington State Transit Insurance Pool (WSTIP). WSTIP is a 25-member self-insurance program located in Olympia, Washington. WSTIP supplies BFT auto liability, general liability, public officials' liability coverage, all risk property coverage, auto physical damage coverage, boiler and machinery coverage, employee fidelity/crime coverage, and cyber liability coverage.

## Existing Strategic Plan

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 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

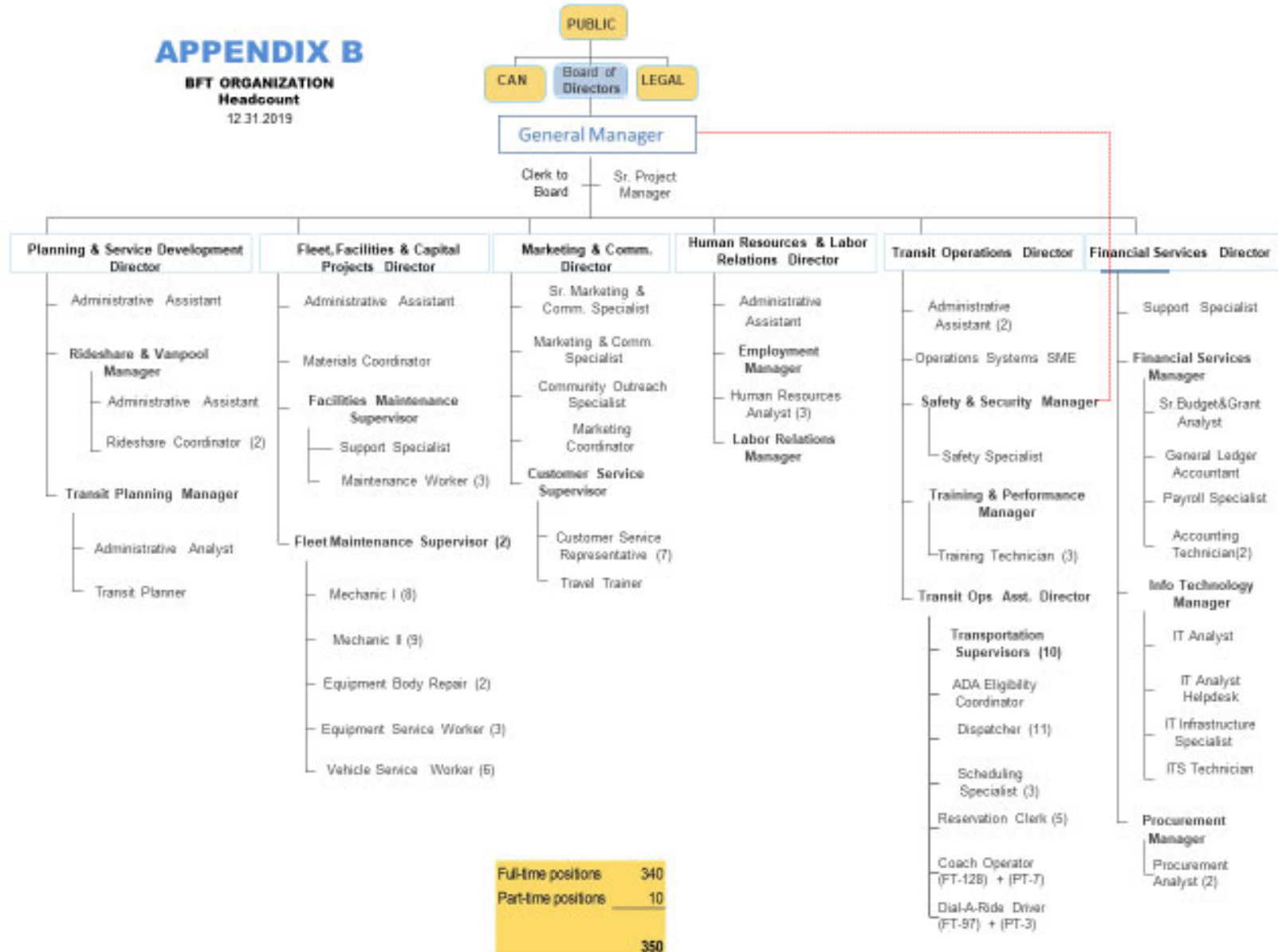
### **Recruitment, Succession Planning and Contract Fulfillment - Labor Relations**

BFT upgraded organizational infrastructure (new total rewards, compensation, and benefits policies) and succession planning (core competency rollout for non-rep staff and an assessment-based maintenance/facilities training program).



2020-2025 TRANSIT DEVELOPMENT PLAN

Appendix B: Ben Franklin Transit Organization Headcount



Appendix C: 2020-2025 WSDOT Performance Indicators

FIGURE 25: COMPARING PER HOUR EFFICIENCY - HIGHLIGHTS BENEFIT OF SEATING CAPACITY

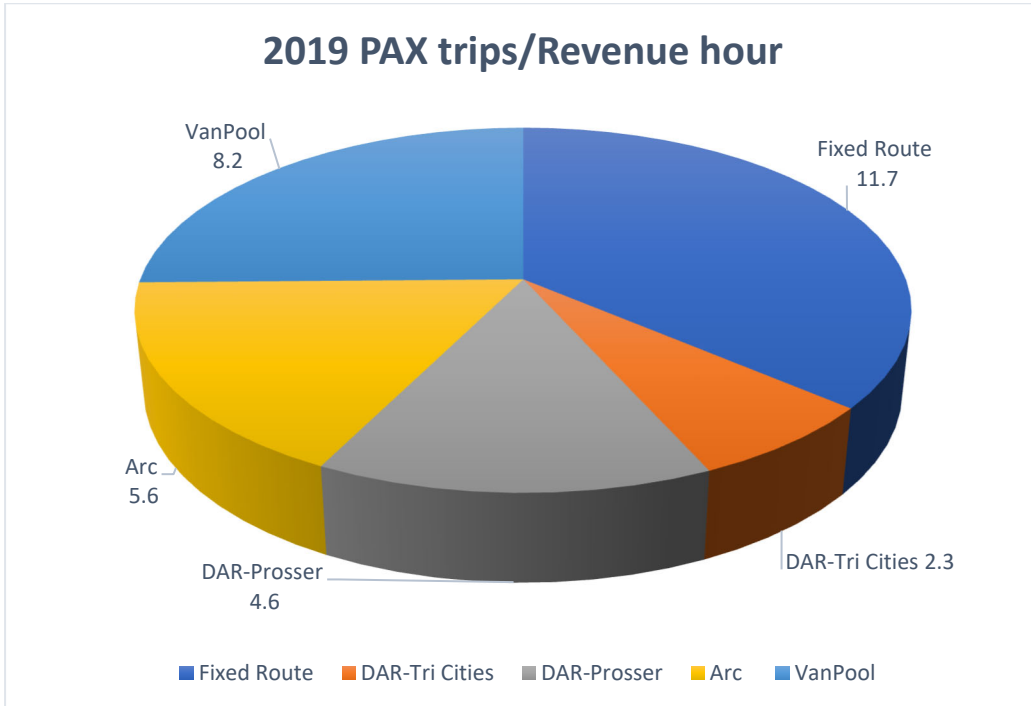


FIGURE 26: COMPARING PER MILE EFFICIENCY - ATTRACTIVENESS OF ON-TIME SERVICE - 6 AM UNTIL 10 PM

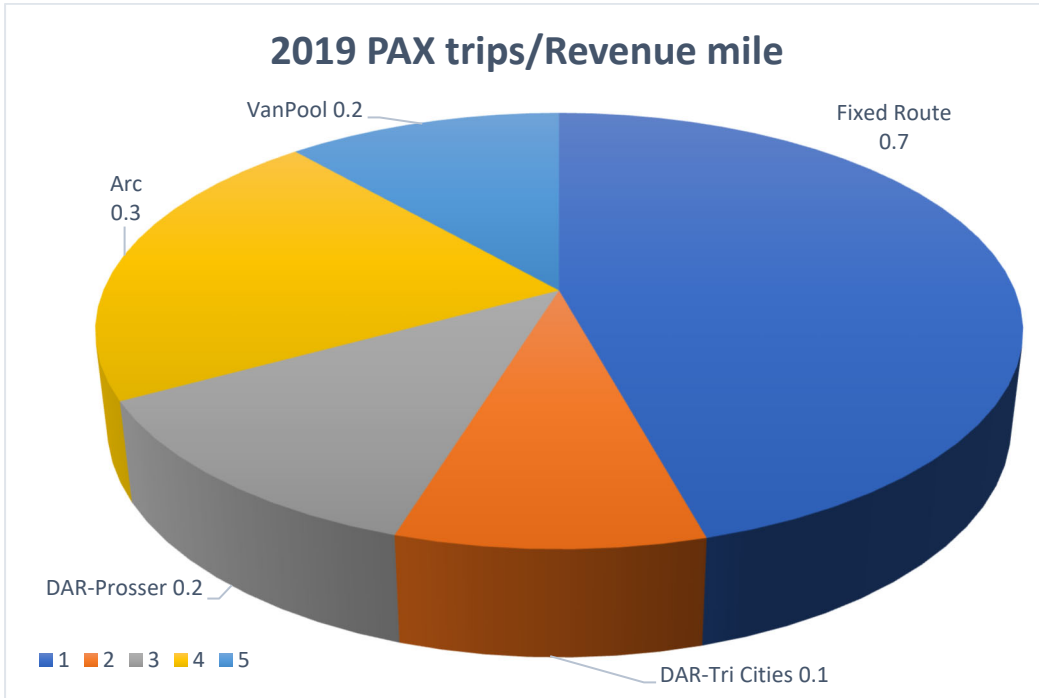


FIGURE 27: LABOR EFFORT TO DELIVER TRIPS - HIGHLIGHTS VANPOOL (VOLUNTEER DRIVER) EFFICIENCY

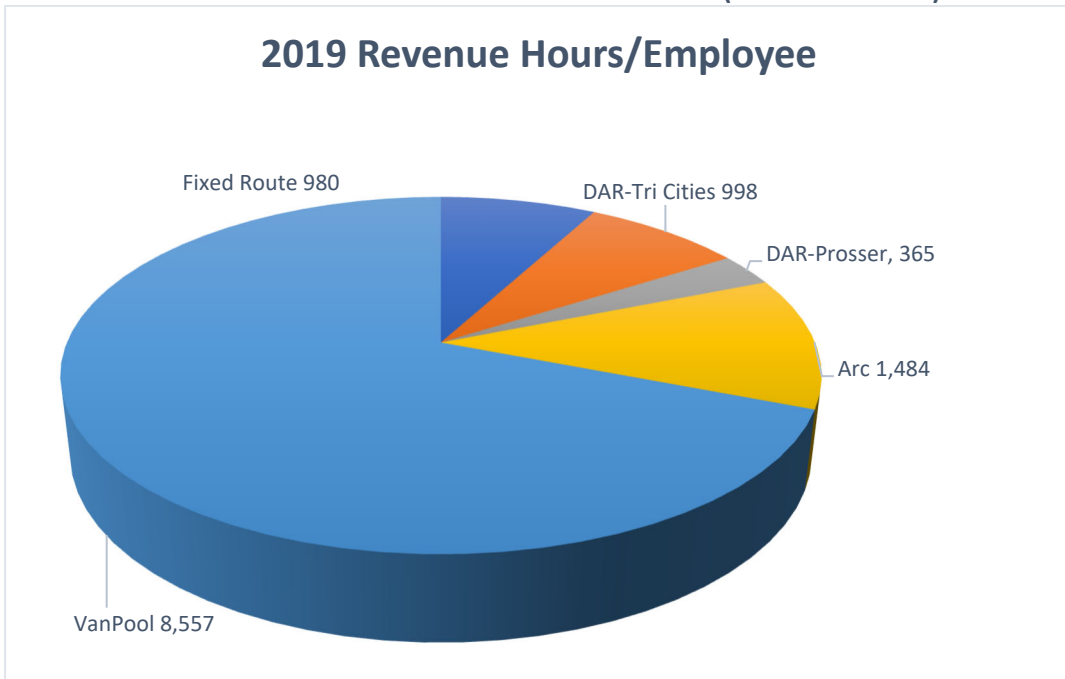
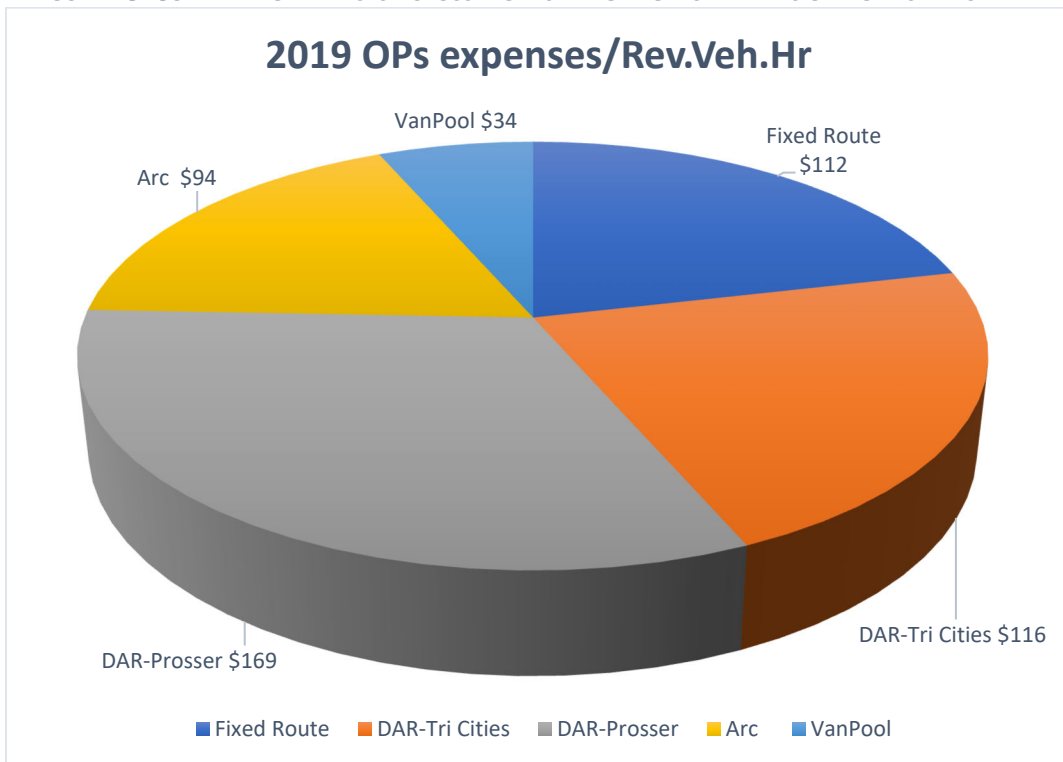
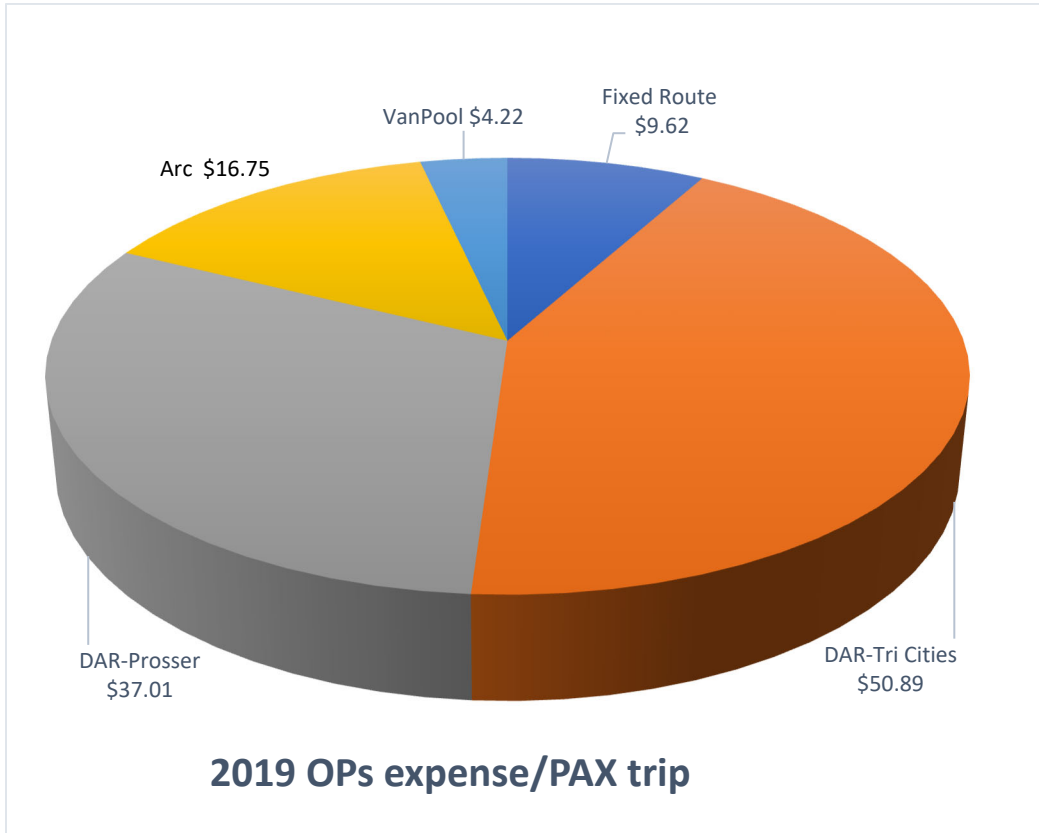


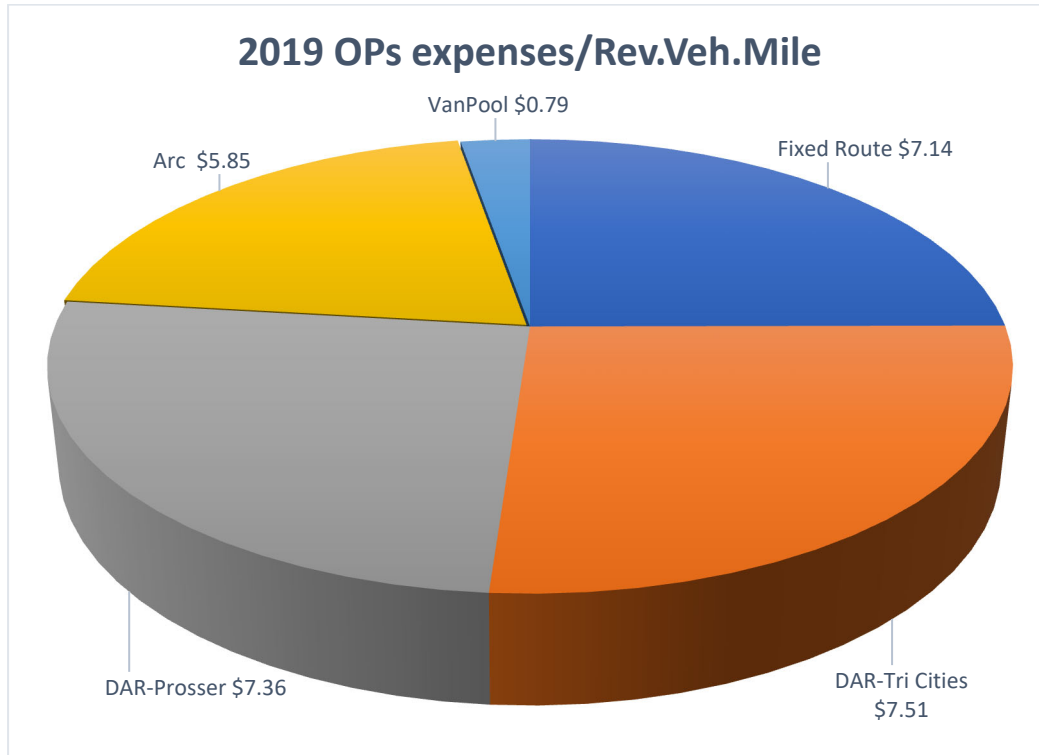
FIGURE 28: COMPARING EXPENSES ACROSS MODES – HIGHLIGHTS BENEFITS OF TIGHT SERVICE AREA



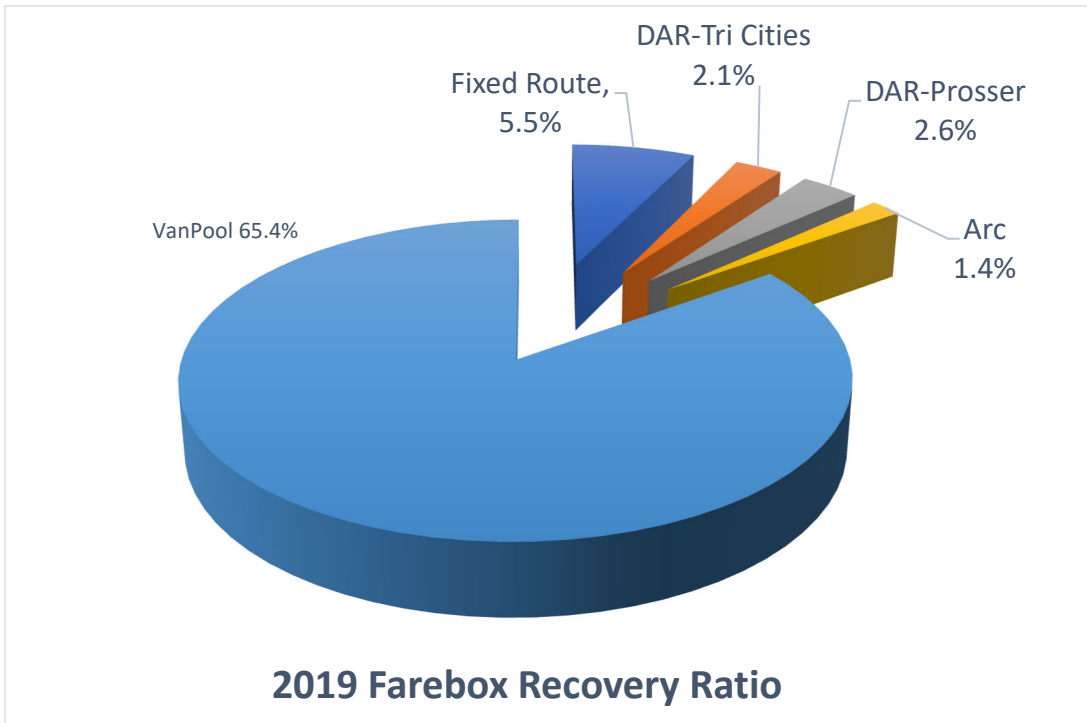
**FIGURE 29: COST PER TRIP – HIGHLIGHTS THE BENEFIT OF ENCOURAGING FIXED ROUTE VS DAR**



**FIGURE 30: COST PER REVENUE MILE - HIGHLIGHTS MANDATING FLEET WIDE MAINTENANCE**



**FIGURE 31: RETURN FROM FAREBOX COLLECTION - A LEGACY INDICATOR**



*2020-2025 TRANSIT DEVELOPMENT PLAN*

Appendix D1: 2020-2025 Program of Projects (page 1)

Year	Type of Expenditure	Unit	Local	State	Federal	PROJECT
	<b>Program of Projects (2020-2025)</b>		<b>\$36,524,298</b>	<b>\$11,651,390</b>	<b>\$19,771,229</b>	<b>\$67,946,917</b>
2020	Fixed Route Vehicles	8	\$965,440	-	\$4,827,200	\$5,792,640
2020	Non-Revenue Support Vehicles	10	\$395,000	-	-	\$395,000
2020	Maintenance Facility Upgrades		\$238,500	-	\$154,000	\$392,500
2020	COVID Response Projects		-	-	\$1,855,000	\$1,855,000
2020	MOA campus improvements		\$214,714	-	-	\$214,714
2020	Alternative Fuel Vehicles Infrastructure		\$90,000	-	\$360,000	\$450,000
2020	Long Range Service Corridor Engineering		\$400,000	-	-	\$400,000
2020	TSP		\$7,000	-	\$28,000	\$35,000
2020	New Passenger Amenities		\$1,500,000	-	-	\$1,500,000
2020	Support Equip.- i.e. Computers		\$1,900,000	-	-	\$1,900,000
2020	System-wide Security upgrades		\$25,000	-	\$100,000	\$125,000
2020	Equipment		\$255,000	-	-	\$255,000
2020	<b>Total</b>		<b>\$5,990,654</b>	<b>\$0</b>	<b>\$7,324,200</b>	<b>\$13,314,854</b>
2021	Fixed Route Vehicles	8	\$869,691	\$600,000	\$3,478,763	\$4,948,454
2021	Vanpool Vehicles	40	\$714,963	\$774,543	-	\$1,489,506
2021	Non-Revenue Support Vehicles	2	\$163,654	-	-	\$163,654
2021	Maintenance Facility Upgrades		\$300,000	-	-	\$300,000
2021	MOA campus improvements		\$580,000	-	-	\$580,000
2021	Transit Center Renovations		-	-	\$250,000	\$250,000
2021	Multimodal Hub(s) – Const.		-	\$2,588,000	-	\$2,588,000
2021	Alternative Fuel Vehicles Infrastructure		\$166,000	-	\$664,000	\$830,000
2021	Long Range Service Corridor Engineering		\$400,000	-	-	\$400,000
2021	New Passenger Amenities		\$750,000	-	-	\$750,000
2021	TSP		\$46,000	-	\$184,000	\$230,000
2021	Support Equip.- i.e. Computers		\$276,865	-	\$400,000	\$676,865
2021	System-wide Security upgrades		\$25,000	-	\$100,000	\$125,000
2021	<b>Total</b>		<b>\$4,292,173</b>	<b>\$3,962,543</b>	<b>\$5,076,763</b>	<b>\$13,331,479</b>
2022	Dial A Ride Vehicles	12	-	\$1,144,547	-	\$1,144,547
2022	Vanpool Vehicles	40	\$729,262	\$790,034	-	\$1,519,296
2022	Non-Revenue Support Vehicles	1	\$65,564	-	-	\$65,564
2022	Maintenance Facility Upgrades		\$225,000	-	-	\$225,000
2022	MOA campus improvements		\$1,900,000	-	-	\$1,900,000
2022	Neighborhood Park-and-Ride Facilities		\$560,000	-	-	\$560,000
2022	Long Range Service Corridor Engineering		\$2,200,000	-	-	\$2,200,000
2022	TSP		\$7,000	-	\$28,000	\$35,000
2022	Support Equip.- i.e. Computers		\$586,186	-	\$440,000	\$1,026,186
2022	System-wide Security upgrades		\$50,000	-	\$200,000	\$250,000
2022	<b>Total</b>		<b>\$6,323,012</b>	<b>\$1,934,581</b>	<b>\$668,000</b>	<b>\$8,925,593</b>

*2020-2025 TRANSIT DEVELOPMENT PLAN*

Appendix D2: 2020-2025 Program of Projects (page 2)

Year	Type of Expenditure	Unit	Local	State	Federal	PROJECT
	<b>Program of Projects (2020-2025)</b>		<b>\$36,524,298</b>	<b>\$11,651,390</b>	<b>\$19,771,229</b>	<b>\$67,946,917</b>
2023	Fixed Route Vehicles	8	\$913,385	\$600,000	\$3,653,538	\$5,166,923
2023	Dial A Ride Vehicles	12	-	\$1,155,993	-	\$1,155,993
2023	Vanpool Vehicles	40	\$743,846	\$805,835	-	\$1,549,681
2023	Non-Revenue Support Vehicles	1	\$67,531	-	-	\$67,531
2023	Maintenance Facility Upgrades		\$250,000	-	-	\$250,000
2023	MOA campus improvements		\$5,000,000	-	-	\$5,000,000
2023	Transit Center Re-use		\$108,000	-	\$432,000	\$540,000
2023	Neighborhood Park-and-Ride Facilities		\$585,000	-	-	\$585,000
2023	Long Range Service Corridor Engineering		\$1,525,000	-	-	\$1,525,000
2023	Support Equip.- i.e. Computers		\$620,000	-	\$480,000	\$1,100,000
2023	System-wide Security upgrades		\$50,000	-	\$200,000	\$250,000
2023	<b>Total</b>		<b>\$9,862,762</b>	<b>\$2,561,828</b>	<b>\$4,765,538</b>	<b>\$17,190,128</b>
2024	Dial A Ride Vehicles	12	-	\$1,167,552	-	\$1,167,552
2024	Vanpool Vehicles	40	\$758,724	\$821,951	-	\$1,580,675
2024	Non-Revenue Support Vehicles	1	\$69,557	-	-	\$69,557
2024	Maintenance Facility Upgrades		\$275,000	-	-	\$275,000
2024	MOA campus improvements		\$3,300,000	-	-	\$3,300,000
2024	Transit Center Re-use		\$108,000	-	\$432,000	\$540,000
2024	Neighborhood Park-and-Ride Facilities		\$585,000	-	-	\$585,000
2024	Long Range Service Corridor Engineering		\$1,650,000	-	-	\$1,650,000
2024	Support Equip.- i.e. Computers		\$563,636	-	\$436,364	\$1,000,000
2024	System-wide Security upgrades		\$25,000	-	\$100,000	\$125,000
2024	<b>Total</b>		<b>\$7,334,917</b>	<b>\$1,989,503</b>	<b>\$968,364</b>	<b>\$10,292,784</b>
2025	Dial A Ride Vehicles	12	-	\$1,202,935	-	\$1,202,935
2025	Non-Revenue Support Vehicles	1	\$71,644	-	-	\$71,644
2025	Maintenance Facility Upgrades		\$342,500	-	-	\$342,500
2025	MOA campus improvements		\$200,000	-	-	\$200,000
2025	Transit Center Re-use		\$108,000	-	\$432,000	\$540,000
2025	Neighborhood Park-and-Ride Facilities		\$585,000	-	-	\$585,000
2025	Long Range Service Corridor Engineering		\$825,000	-	-	\$825,000
2025	Support Equip.- i.e. Computers		\$563,636	-	\$436,364	\$1,000,000
2025	System-wide Security upgrades		\$25,000	-	\$100,000	\$125,000
2025	<b>Total</b>		<b>\$2,720,780</b>	<b>\$1,202,935</b>	<b>\$968,364</b>	<b>\$4,892,079</b>

2020-2025 TRANSIT DEVELOPMENT PLAN

Appendix E: 2021 - 2025 Budget Forecast Details

2021 - 2025 Budget Forecast

Operating	2019	2020	2021	2022	2023	2024	2025	Total 2019-2025
<b>Operating Revenues</b>								
Total Sales Tax (Local)	\$ 39,311,911	\$ 36,560,077	\$ 37,931,080	\$ 39,163,840	\$ 40,632,484	\$ 41,953,040	\$ 43,526,279	\$ 279,078,712
Total 'Other' Local (Fares, Contracted Services, Misc.)	\$ 4,332,973	\$ 4,363,500	\$ 4,431,738	\$ 4,532,924	\$ 4,637,002	\$ 4,744,058	\$ 4,854,278	\$ 31,896,473
Total State Operating	\$ 837,654	\$ 837,654	\$ 161,150	\$ 161,150	\$ 349,536	\$ 349,536	\$ 290,936	\$
Total Federal Operating	\$	\$	\$	\$	\$	\$ 5,067,804	\$	2,987,616
	4,854,467	22,135,519	5,029,985	5,042,560	5,055,166		5,080,474	\$
<b>Total Operating Revenues</b>	<b>\$ 49,337,005</b>	<b>\$ 63,896,750</b>	<b>\$ 47,553,954</b>	<b>\$ 48,900,474</b>	<b>\$ 50,674,188</b>	<b>\$ 52,114,438</b>	<b>\$ 53,751,967</b>	<b>\$ 366,228,776</b>
<b>Operating Expense</b>								
Total Labor	\$ 28,765,789	\$ 29,535,300	\$ 30,715,359	\$ 31,942,566	\$ 33,218,806	\$ 34,546,037	\$ 35,926,296	\$ 224,650,153
Total Non-Labor	\$ 11,633,619	\$ 14,904,500	\$ 15,174,781	\$ 15,402,402	\$ 15,633,438	\$ 15,867,940	\$ 16,156,271	\$ 104,772,951
Service Expansion	\$ -	\$	\$	\$	\$	\$	\$	\$
		2,352,773	2,556,250	2,613,766	2,672,575	2,732,708	2,794,194	15,722,266
<b>Total Operating Expense</b>	<b>\$ 40,399,408</b>	<b>\$ 46,792,573</b>	<b>\$ 48,446,390</b>	<b>\$ 49,958,734</b>	<b>\$ 51,524,819</b>	<b>\$ 53,146,685</b>	<b>\$ 54,876,761</b>	<b>\$ 345,145,370</b>
<b>Operating Surplus/(Deficit)</b>	<b>\$8,937,597</b>	<b>\$17,104,177</b>	<b>\$(892,436)</b>	<b>\$(1,058,260)</b>	<b>\$(850,631)</b>	<b>\$(1,032,247)</b>	<b>\$(1,124,795)</b>	<b>\$ 21,083,406</b>
<b>Capital</b>								<b>Total 2019-2025</b>
<b>Capital Grants</b>	<b>\$ 6,346,091</b>	<b>\$ 5,544,567</b>	<b>\$ 11,790,276</b>	<b>\$ 4,320,202</b>	<b>\$ 6,162,469</b>	<b>\$ 4,469,800</b>	<b>\$ 5,943,220</b>	<b>\$ 44,576,625</b>
<b>Capital Expenses</b>	<b>\$ 19,034,231</b>	<b>\$ 8,774,079</b>	<b>\$ 13,925,347</b>	<b>\$ 9,515,853</b>	<b>\$ 16,976,688</b>	<b>\$ 9,911,380</b>	<b>\$ 9,915,781</b>	<b>\$ 88,053,359</b>
<b>Reserves</b>								<b>Total 2019-2025</b>
Beginning Reserves	\$ 39,878,482	\$ 36,127,939	\$ 50,002,604	\$ 46,975,097	\$ 40,721,186	\$ 29,056,336	\$ 22,582,509	
Current Year Surplus/(Deficit) Subtotal Reserves	\$ (3,750,543)	\$ 13,874,665	\$ (3,027,507)	\$ (6,253,911)	\$ (11,664,851)	\$ (6,473,826)	\$ (5,097,356)	
	\$36,127,939	\$50,002,604	\$46,975,097	\$40,721,186	\$29,056,336	\$22,582,509	\$17,485,154	
Restricted Reserve Funds	\$ 22,890,852	\$ 24,666,008	\$ 25,258,980	\$ 25,819,277	\$ 26,395,743	\$ 26,988,927	\$ 27,611,980	
Total Surplus (Deficit) Funds	\$ 13,237,087	\$ 25,336,596	\$ 27,716,117	\$ 14,901,909	\$ 2,660,593	\$ (4,406,418)	\$ (10,126,826)	\$(10,126,826)



2020-2025 TRANSIT DEVELOPMENT PLAN

Appendix F: BFT Park & Ride Utilization 2019

Counting of cars in BFT’s Park & Ride lots is generally conducted by BFT Supervisors and/or Drivers on light-duty. The counts shown below are valid only by the sheer volume of counts that are collected (average more than 20 daily counts per month). BFT intends to refresh the training in 2020 and coordinate the program with Benton-Franklin Council of Government, which does a cursory set of counts every quarter.

2019 P&R Counts - based on observed	Stacy Street 28 space		9th & Dale 37 spaces		Flat Top Park 154 spaces		Knight Street 33 spaces		WSDOT "Y" 249 spaces		Tulip Lane 139 spaces		SR 224/240 89 spaces		Port of Benton 686 spaces		22nd Ave. 50 spaces		TRAC 150 spaces		Hunting ton 135 spaces		Occupied 1,750x12mo
	Cars	Vans	Cars	Vans	Cars	Vans	Cars	Vans	Cars	Vans	Cars	Vans	Cars	Vans	Cars	Vans	Cars	Vans	Cars	Vans	Cars	Vans	
Jan. Vehicle Count	112	13	290	30	872	34	1,201	48	219	16	2,305	168	622	50	938	262	1,164	71	3,005	256	305	6	11,987
% occupied	17%		33%		39%		31%		27%		38%		19%		34%		32%		18%		24%		26%
Feb. Vehicle Count	37	12	206	23	784	71	174	13	1,314	194	374	39	411	35	1,732	270	157	4	716	76	572	207	7,421
% occupied	7%		26%		23%		24%		25%		12%		21%		12%		13%		22%		24%		18%
Mar. Vehicle Count	107	19	329	30	983	65	274	15	1,903	245	523	50	676	31	2,352	291	290	5	1,169	111	722	213	10,403
% occupied	17%		37%		26%		34%		33%		16%		31%		15%		23%		33%		27%		23%
Apr. Vehicle Count	113	16	292	28	1,078	51	280	19	2,223	238	537	49	865	34	2,673	222	178	17	1,447	95	774	169	11,398
% occupied	18%		33%		28%		35%		38%		16%		39%		16%		15%		40%		27%		25%
May Vehicle Count	143	27	395	30	987	62	288	20	1,934	331	542	53	912	108	2,623	254	206	3	1,325	129	642	50	11,064
% occupied	23%		44%		26%		36%		35%		16%		44%		16%		16%		37%		20%		24%
Jun. Vehicle Count	119	28	368	58	979	77	346	33	1,977	387	497	51	643	48	2,355	263	177	5	1,290	143	571	72	10,487
% occupied	21%		46%		27%		46%		38%		16%		31%		15%		15%		38%		19%		24%
Jul. Vehicle Count	127	29	423	38	1,213	60	335	20	2,322	517	649	67	890	42	2,701	278	209	6	1,391	126	618	39	12,100
% occupied	21%		48%		32%		41%		44%		20%		40%		17%		17%		39%		19%		27%
Aug. Vehicle Count	205	36	330	33	1,071	81	279	21	2,257	501	631	82	881	83	2,674	344	277	4	1,285	124	594	78	11,871
% occupied	32%		36%		28%		34%		41%		19%		40%		16%		21%		35%		18%		25%
Sept. Vehicle Count	164	25	311	19	934	71	-	-	1,970	258	512	41	959	66	2,383	267	173	-	1,063	114	562	34	9,926
% occupied	28%		37%		27%		0%		37%		17%		48%		16%		14%		33%		18%		24%
Oct. Vehicle Count	192	26	371	19	1,187	61	-	-	2,416	214	657	47	1,242	61	2,729	260	298	-	1,354	96	715	30	11,975
% occupied	29%		39%		30%		0%		39%		19%		54%		16%		22%		36%		20%		25%
Nov. Vehicle Count	156	24	261	26	900	73	-	-	1,660	255	455	74	1,014	77	1,937	276	248	-	1,056	119	551	52	9,214
% occupied	26%		31%		25%		0%		31%		15%		49%		13%		20%		31%		18%		21%
Dec. Vehicle Count	142	12	277	33	952	82	-	-	2,061	248	527	98	932	62	1,989	261	280	-	973	123	687	51	9,790
% occupied	22%		34%		27%		0%		37%		18%		45%		13%		22%		29%		23%		22%
<b>Annual Summary</b>	<b>1,617</b>	<b>267</b>	<b>3,853</b>	<b>367</b>	<b>11,940</b>	<b>788</b>	<b>3,177</b>	<b>189</b>	<b>22,256</b>	<b>3,404</b>	<b>8,209</b>	<b>819</b>	<b>10,047</b>	<b>697</b>	<b>27,086</b>	<b>3,248</b>	<b>3,657</b>	<b>115</b>	<b>16,074</b>	<b>1,512</b>	<b>7,313</b>	<b>1,001</b>	<b>127,636</b>
avg. annual occupie	22%		37%		28%		23%		35%		19%		38%		17%		19%		33%		21%		24%

## Appendix G: Overview of BFT Community Participation

### **A Compliant TDP Document Requires Earnest Community Participation**

BFT is pledged to “*maximize outreach to the community and develop strategic partnerships within the region*”. BFT adheres to the following practices as it aspires to fulfill the intent of the law:

- Provide maximum possible notice of public hearings in both Spanish and English (no less than between monthly Board meetings, e.g., 28-30 days).
- Engage Title VI protected populations (e.g., minority, low income, persons with Limited English Proficiency (LEP), and senior citizens) through multiple channels for two-way communication; postage free comment cards on buses and at ticket outlets, mail, email, telephone, website, and social media.
- Enhance LEP participation by providing interpretive services at public meetings. Sign language professionals have also been used.
- Ensure all BFT Board meetings are open and accessible to the public and a public comment period is always announced during the proceedings.
- Provide a link to the TDP and Frequently Asked Questions on BFT’s website. Response back from any unposted questions will be if received within 15 days of the request; BFT must receive legible/functional contact information to respond.
- Provide attendees of public meetings with Title VI Complaint forms and explain the process for filing these forms, follow-up and appeal procedures.
- Due to the rapid spread of the COVID-19 pandemic in early 2020, BFT did not conduct its usual stakeholder and public meetings for the draft TDP.

#### **Procedures**

- ✓ Provided at least a 30-day advanced notice of public hearings regarding major service changes or fare increases in Spanish and English.
- ✓ Customers, the public and the community was informed of the proposed change, comment process and public hearings by way of: newspaper display ads, multimedia news releases, onboard fliers, postings at BFT offices and the BFT website. All media was in both Spanish and English.
- ✓ Proposals for major service changes and fare increases was submitted to the BFT Citizens Advisory Network (CAN) for discussion, review and comment. The CAN is a group of citizens that includes representatives of the disabled, low income, educational institutes, major employers and LEP portions of our customer base.
- ✓ All input and comment including minutes of public hearings, recommendations of the CAN and BFT staff recommendations were provided to the BFT Board of Directors prior to any decision regarding changes to any program of projects, major service, fare and other policies.
- ✓ Interpreters were made available at all public hearings to translate information and take comments.

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Also see the BFT Title VI Program & LEP Plan.

## 2020-2025 TRANSIT DEVELOPMENT PLAN

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<http://www.bft.org/>  
 1000 Columbia Park Trail  
 Richland, WA 99352

### Appendix H – Ben Franklin Transit – Annual Agency Profile 2018

Produced by FTA's National Transit Database (NTD)

#### General Information

**Urbanized Area Statistics - 2010 Census**  
 Kennewick-Pasco, WA  
 102 Square Miles  
 210,975 Population  
 171 Pop. Rank out of 498 UZAs  
**Other UZAs Served**  
 0 Washington Non-UZA

**Service Consumption**  
 33,194,079 Annual Passenger Miles (PMT)  
 3,120,955 Annual Unlinked Trips (UPT)  
 11,149 Average Weekday Unlinked Trips<sup>1</sup>  
 4,106 Average Saturday Unlinked Trips<sup>1</sup>  
 196 Average Sunday Unlinked Trips<sup>1</sup>

**Database Information**  
 NTDID: 00018  
 Reporter Type: Full Reporter

**Service Area Statistics**  
 616 Square Miles  
 283,830 Population

**Service Supplied**  
 8,521,998 Annual Vehicle Revenue Miles (VRM)  
 386,995 Annual Vehicle Revenue Hours (VRH)  
 429 Vehicles Operated in Maximum Service (VOMS)  
 552 Vehicles Available for Maximum Service (VAMS)

#### Financial Information

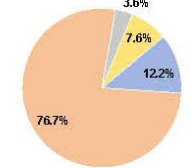
**Sources of Operating Funds Expended**

Fares and Directly Generated	\$4,494,172	12.2%
Local Funds	\$28,308,845	76.7%
State Funds	\$1,313,812	3.6%
Federal Assistance	\$2,801,398	7.6%
<b>Total Operating Funds Expended</b>	<b>\$36,918,227</b>	<b>100.0%</b>

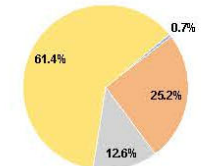
**Sources of Capital Funds Expended**

Fares and Directly Generated	\$96,907	0.7%
Local Funds	\$3,470,019	25.2%
State Funds	\$1,732,852	12.6%
Federal Assistance	\$8,445,382	61.4%
<b>Total Capital Funds Expended</b>	<b>\$13,745,170</b>	<b>100.0%</b>

#### Operating Funding Sources



#### Capital Funding Sources



#### Modal Characteristics

Modal Overview	Vehicles Operated in Maximum Service		Uses of Capital Funds					Total
	Directly Operated	Purchased Transportation	Revenue Vehicles	Systems and Guideways	Facilities and Stations	Other		
Demand Response	77	32	\$3,177,751	\$0	\$0	\$0	\$3,177,751	
Demand Response - Taxi	-	21	\$0	\$0	\$0	\$0	\$0	
Bus	45	-	\$9,190,459	\$200,531	\$711,676	\$213,240	\$10,315,906	
Vanpool	254	-	\$154,024	\$97,489	\$0	\$0	\$251,513	
<b>Total</b>	<b>376</b>	<b>53</b>	<b>\$12,522,234</b>	<b>\$298,020</b>	<b>\$711,676</b>	<b>\$213,240</b>	<b>\$13,745,170</b>	

#### Summary of Operating Expenses (OE)

Labor	\$25,158,566	68.8%
Materials and Supplies	\$4,588,903	12.5%
Purchased Transportation	\$2,313,504	6.3%
Other Operating Expenses	\$4,517,220	12.3%
<b>Total Operating Expenses</b>	<b>\$36,578,193</b>	<b>100.0%</b>
Reconciling OE Cash Expenditures	\$340,034	
Purchased Transportation (Reported Separately)	\$0	

#### Operation Characteristics

Mode	Operating Expenses	Fare Revenues	Uses of Capital Funds	Annual Passenger Miles	Annual Unlinked Trips	Annual Vehicle Revenue Miles	Annual Vehicle Revenue Hours	Fixed Guideway Directional Route Miles	Vehicles Available for Maximum Service	Vehicles Operated in Maximum Service	Percent Spare Vehicles	Average Fleet Age in Years <sup>a</sup>
Demand Response	\$15,093,208	\$349,314	\$3,177,751	2,932,941	391,847	2,187,412	140,219	0.0	123	109	11.4%	6.4
Demand Response - Taxi	\$1,127,211	\$61,594	\$0	376,732	50,149	305,473	10,653	0.0	21	21	0.0%	0.0
Bus	\$17,891,758	\$1,324,979	\$10,315,906	8,557,974	2,032,773	2,558,423	163,831	0.0	61	45	26.2%	6.3
Vanpool	\$2,466,018	\$1,885,257	\$251,513	21,326,432	646,186	3,470,690	72,292	0.0	347	254	26.8%	6.5
<b>Total</b>	<b>\$36,578,193</b>	<b>\$3,621,144</b>	<b>\$13,745,170</b>	<b>33,194,079</b>	<b>3,120,955</b>	<b>8,521,998</b>	<b>386,995</b>	<b>0.0</b>	<b>552</b>	<b>429</b>	<b>22.3%</b>	

#### Performance Measures

Mode	Service Efficiency		Service Effectiveness			
	Operating Expenses per Vehicle Revenue Mile	Operating Expenses per Vehicle Revenue Hour	Operating Expenses per Passenger Mile	Operating Expenses per Unlinked Passenger Trip	Unlinked Trips per Vehicle Revenue Mile	Unlinked Trips per Vehicle Revenue Hour
Demand Response	\$6.90	\$107.64	\$5.15	\$38.52	0.2	2.8
Demand Response - Taxi	\$3.69	\$105.81	\$2.99	\$22.48	0.2	4.7
Bus	\$6.99	\$109.21	\$2.09	\$8.80	0.8	12.4
Vanpool	\$0.71	\$34.11	\$0.12	\$3.82	0.2	8.9
<b>Total</b>	<b>\$4.29</b>	<b>\$94.52</b>	<b>\$1.10</b>	<b>\$11.72</b>	<b>0.4</b>	<b>8.1</b>



**Notes:**

<sup>a</sup>Demand Response - Taxi (DT) and non-dedicated fleets do not report fleet age data.  
<sup>1</sup>Average Unlinked Trips not available for Demand Response Taxi.