



AGENDA

BOARD OF DIRECTORS REGULAR MEETING

Thursday, May 13, 2021 at 4:00 p.m.

Remote Meeting via Zoom

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

Meeting ID: 989 6217 8731 / Password: 833979

Per the Governor's COVID-19 Proclamation 20-28 Open Public Meetings Act, a physical meeting location will not be provided for this meeting. The public is welcome to participate in the meeting via "listen-only" mode by calling the number listed above, then enter the information as prompted. The agenda is available on the website at BFT.org

Public comment to the Board will be accepted by email at Execoffice@bft.org. In the subject line, write "Public Comment". Comments must be received 24-hours prior to the meeting to ensure distribution to the Board.

1. **Convene Board Meeting** Chair Bloom
2. **Introduction of New Board Member – Jim Millbauer, City of Kennewick** Gloria Boyce
3. **Roll Call** Carina Cassel
4. **Pledge of Allegiance** Chair Bloom
5. **Public Comment** Chair Bloom
6. **Approval of Agenda**
7. **Recognitions - None**
8. **Citizen's Advisory Network (CAN) Report – No Report**
9. **Board Committee Reports**
 - A. Operations & Maintenance Committee Ruben Alvarado, Chair
 - B. Planning & Marketing Committee Rocky Mullen, Interim Chair
 - C. Administration & Finance Committee Steve Becken, Chair
10. **Consent Agenda:**
 - A. April 8, 2021 Regular Board Minutes – Approve
 - B. April Voucher Summary – Approve
 - C. Resolution 25-2021: Authorization to Award Driver Uniforms

11. Action Items

- A. Resolution 26-2021: Authorization to Approve Archbright Contract Renewal Wendi Warner
- B. Resolution 27-2021: Authorization to Approve Earmark Projects & Update Capital Improvement Plan (CIP) Jeff Lubeck
- C. Resolution 28-2021: Authorization to Approve Non-Represented Cost of Living Adjustment (COLA) Increase Wendi Warner

12. Discussion & Informational Items

- A. Moss Adams Organizational Structure Wendi Warner

13. Staff Reports & Comments

- A. Legal Report Jeremy Bishop
- B. Financial Report Jeff Lubeck
- C. General Manager's Report Gloria Boyce

14. Board Member Comments

15. Executive Session

16. Other

17. Next Meeting

Regular Board Meeting – Thursday, June 10, 2021 at 4:00 pm

18. Adjournment



OPERATIONS & MAINTENANCE COMMITTEE
1000 Columbia Park Trail, Richland, WA

Wednesday, May 5, 2021
12:30 p.m.

Per the Governor's COVID-19 Stay Home-Stay Healthy Proclamation 20-25, and to practice social distancing, Ben Franklin Transit Ad Hoc Committees will be conducted telephonically, with call-in access provided to participants.

Committee Members:

Ruben Alvarado – Chair, Phillip Lemley

Absent: Clint Didier

Assigned Directors: Jerry Otto, Ayodeji Arojo

Staff: Gloria Boyce, Jeff Lubeck, Rob Orvis, Ayodeji Arojo, Caleb Lenz, Carina Cassel, Mindy Eakin

1. COMMITTEE CHAIR ALVARADO convened the meeting at 12:31 p.m.

Changes to the Agenda

There were no changes to the agenda.

2. **Resolution XX-2021: Authorization to Award Driver Uniforms and Corporate Wear –** Ayodeji Arojo, Transit Operations Director

Mr. Arojo presented the Authorization to Award Driver Uniforms. BFT is recommending Sun West Sportswear be awarded the driver uniform contract. Mr. Arojo explained that the current contract with Sun West Sportswear ends June 6, 2021. This contract provides BFT employee uniforms such as shirts, pants, hats, and coats. BFT staff sent out 20 requests for proposal packages and received seven bids and proposals. Mr. Arojo shared that in 2020, this same contract was awarded to another vendor, but they could not meet the requirements. Sun West Sportswear took over and BFT has used them since that time. The funding is budgeted in the annual operating budget. Staffs' recommendation is to award the Driver Uniforms and Corporate Wear contract to Sun West Sportswear. COMMITTEE CHAIR ALVARADO asked if samples were provided. Mr. Arojo explained that Sun West was the only contractor that provided samples of their products. Director Lemley commented that Sun West is a reputable local company.

COMMITTEE CHAIR ALVARADO recommended that Resolution XX-2021: Authorization to Award Driver Uniforms and Corporate Wear with Sun West Sportswear be sent to the CONSENT agenda.

3. Informational: Earmark Projects & Capital Improvement Plan (CIP) Update - Jeff Lubeck, Administrative Services Director

Mr. Lubeck presented the Earmark Projects & CIP Update. He explained that CIP typically goes to the Board in June/July, but there are two grant projects due on May 14th so it is being brought forward early. The goal is to gain approval from the Board to add the two grant projects to the CIP. The two project proposals are as follows:

FAC0030 – West Pasco Transit Hub and Fleet Maintenance Base. This would provide a secure location to store BFT vehicles.

FAC0031 – Transit Centers – 22nd Street Pasco Renovation. The goal is for better alignment and increased service by connecting smaller hubs to larger hubs. This project would all be on existing land owned by BFT.

There is no additional budget associated with this request. The grant requests are being submitted to the US House and Senate for potential federal grant funding through their new earmark program. Both projects are contingent upon grant funding. It has been confirmed that the fleet facility hub is pending, but the status is unknown on the House side. The grants are now being submitted to Senator Murray's office for selection. Senator Murray has been supportive of BFT so we are hoping for a good outcome. The 22nd Street grant was not selected by Senator Newhouse. BFT had 10 working days from the time the Senator Newhouse request was announced to the time it was due. BFT was told Senator Newhouse could accept up to 10 projects, but BFT received notice that our project was not selected. BFT has visited him twice in Washington DC but has never asked for competitive grant support.

Ms. Boyce will follow up with Director Lemley on the 10 projects that were selected by Senator Newhouse.

COMMITTEE CHAIR ALVARADO commended BFT staff for their due diligence in obtaining local support and seeking to request the grant funding. Ms. Boyce explained that the item will go to the Admin and Finance Committee to request approval to go forward to the Board to add these items into the CIP. The topic is being presented to all three committees for information, so all are aware of BFT moving forward with grant requests.

COMMITTEE CHAIR ALVARADO thanked Mr. Lubeck for his presentation and moved on to the next agenda item.

4. Informational: Operation Transcend – Jeff Lubeck, Administrative Services Director

Mr. Lubeck presented Operation Transcend. He shared that Operation Transcend involves many internal projects that have not been presented to the Board. The purpose of this informational topic is to share with the Board what Mr. Lubeck and his team are doing behind the scenes to improve and enhance BFT. Mr. Lubeck shared that March 2020 was the last in

person meeting due to Covid-19 restrictions. The agency had to quickly pivot on the IT front with regards to the technology to accommodate such a drastic change. Virtual and work from home requirements showed several cracks in the IT infrastructure. BFT was a very manual, paper-based agency in the past which is not efficient or best practice. The current electronic timekeeping system, FleetNet, is an ERP system developed many years ago that runs on 33 separate databases stitched together with much manual intervention required. Mr. Lubeck also shared that basic financial reports for the Board are not “canned” rather someone does a data dump, sorts, pivots, and the information goes into multiple Excel files, which is not efficient.

Operation Transcend challenges BFT staff to rise above and develop its first comprehensive, integrated technology roadmap with clear communication and prioritization of projects across the agency. Value will be created by merging people, processes, and tools/technology. A complete top to bottom scrub of various systems has been conducted and identified agency needs. All departments, functions, and teams will be involved to connect silos. This is a project that will be continuously updated over the years; however, there will be a big push from 2021 to 2023 to support the major initiatives. Mr. Lubeck shared the Spreadsheet Factoid (Forbes Business, October 2019) that states that 90% of spreadsheets have errors. BFT wants to eliminate errors. This will be a major cultural shift guided by the idea to think big, start small, and act fast. The goal is to go beyond solving the current issue and to develop best practices.

Mr. Lubeck shared that a Technology Task Force (TTF) has been created to discuss agency priorities and issues/challenges. The TTF will help develop a formalized process around the individual projects. The TTF is guided by RACI: Responsible, Accountable, Consulted, and Informed. Mr. Lubeck shared the TTF Roadmap and explained the various rows and columns. The roadmap specifies which items correlate to 2021 Goals and Initiatives.

Much work has been done over the past six months to secure BFT’s IT infrastructure. Director Lemley asked if it was a complete hardware and software change. Mr. Lubeck shared that two thirds of the servers are near end of life. Not all TTF items will require more hardware other than keeping tools current. Mr. Lubeck explained that the decision still needs to be made on whether to use on premise or cloud -based systems. This will be decided on case-by-case basis. Director Lemley stated that the roadmap is extremely comprehensive. He asked if BFT is working with a vendor consultant as a guide. Mr. Lubeck explained that BFT is not using a single, large consultant to oversee the projects; however, BFT does use general IT consultants for smaller, individual tasks. Discussion ensued on consultants helping understand trade-offs, options, and developing appropriate evaluation criteria for projects. Further discussion on the speed in which technology changes and the need to select tools wisely that can be supported into the future. Mr. Lubeck assured Director Lemley that the systems tie electronically the various offices and diverse routes. There has been large emphasis and research of the virtual environment and secure backups in case of catastrophe.

Ms. Boyce stated that she felt the roadmap was important to share with the Board members because BFT has a plan to organized and has identified its internal needs. She shared that this could not have been done without the Board’s approval of additional IT support. The transit industry has transitioned to technology-based now and to have the tools to do the regulatory reporting at state and federal levels is increasingly important. BFT is finally addressing this in an agency-wide manner. Ms. Boyce stated that Mr. Lubeck and Michael Roberts, IT Manager, have tremendous skills to pull this all together. The only thing that holds BFT back is the lack of tools, particularly the operating software.

COMMITTEE CHAIR ALVARADO expressed his appreciation for the level of detail shared. He stated it is a heavy lift. COMMITTEE CHAIR ALVARADO asked about the number of employees that are impacted directly and if transitional pain points have been identified from a user standpoint. He asked about training, particularly for those that have been with the agency for a long time and are used to doing things a certain way. Mr. Lubeck explained that there will be various levels of change depending on the project. COMMITTEE CHAIR ALVARADO asked Mr. Lubeck to speak to how BFT is ensuring all the systems are compatible with each other. Mr. Lubeck involves IT in the project discussions from day one. IT is responsible for ensuring compatibility. Further discussion about how software companies have transitioned to “solutions providers” not “software sellers” meaning that they are moving toward software as a service which typically includes a monthly ongoing fee for support.

COMMITTEE CHAIR ALVARADO thanked Mr. Lubeck for his presentation and moved on to the next agenda item.

5. Upcoming Bids and Request for Proposals – Rob Orvis, Procurement Manager

Mr. Orvis presented the 90-day Outlook for Procurement.

- In Progress
 - Radio Maintenance RFP was released.
 - Uniforms for Drivers is going to the Board next week.
 - Federal Lobbying Consulting Services is in the process of getting evaluations and will possibly go to the Board in July.
 - Comprehensive Fare Study is going to the Board in August
- May
 - Extend Archbright Consulting Services Agreement for Q12 Engagement Survey is going to Admin and Finance Committee
- June
 - Release RFP for General Planning Consultant
 - CBC – Extend Contract for the Comprehensive Transportation Fixed Route Bus Ride Program
- July
 - Award Radio Maintenance Services
 - Award Federal Lobbying Consulting Services
- Contracts & Operating Expenses over \$25K approved by General Manager
 - Modular office panels for the HR department from Workforce Development, LLC
 - Trapeze Software PASS-MON and Pass and Pass CT
 - TCF Architecture to replace the HVAC system in the Maintenance building
 - TCF Architecture - MOA groundwater monitoring – Mr. Orvis explained that the wells onsite are monitored to ensure the contamination is staying in check and there are no issues.

Director Lemley asked about ongoing maintenance for HVAC. Mr. Orvis explained that three bids were received this week. The current vendor is Bruce who is an on-call contract. Per the State, BFT can only use an on-call contract for two years. The HVAC contractor conducts an inspection on units and belts at least twice per year. The smaller units for offices take more

checking. The issue with the big blower units is that the parts were made 10-15 years ago and BFT cannot find replacement parts. Mr. Orvis shared that more details are forthcoming later this year.

After a brief discussion, COMMITTEE CHAIR ALVARADO moved onto the next item on the agenda.

6. Other

No other items presented.

7. Next Meeting

June 2, 2021 at 12:30 p.m.

8. Adjourn

COMMITTEE CHAIR ALVARADO adjourned the Planning and Marketing Committee Meeting at 1:44 p.m.



MINUTES

PLANNING & MARKETING COMMITTEE

1000 Columbia Park Trail, Richland, WA

Wednesday, May 5, 2021

4:00 p.m.

REMOTE

Per the Governor's COVID-19 Stay Home-Stay Healthy Proclamation 20-25, and to practice social distancing, Ben Franklin Transit Ad Hoc Committees will be conducted telephonically, with call-in access provided to participants.

Committee Members:

Jim Millbauer, Rocky Mullen

Excused: Shon Small

Assigned Directors: Keith Hall, Ali Madison

Staff: Gloria Boyce, Jeff Lubeck, Rob Orvis, Ayodeji Arojo, Jerry Otto, Caleb Lenz, Carina Cassel, Mindy Eakin

1. Director Mullen convened the meeting at 4:03 p.m.

Changes to the Agenda

There were no changes to the agenda.

2. **Introduction of Jim Millbauer, New Representative for City of Kennewick** – Ms. Boyce welcomed Director Millbauer to the Planning and Marketing Committee and to the BFT Board.
3. **Informational: Earmark Projects & Capital Improvement Plan (CIP) Update** - Jeff Lubeck, Administrative Services Director

Mr. Lubeck presented the Earmark Projects & CIP. BFT is in the middle of developing the CIP which would normally go to the Board in June/July. There are two grant projects going to the Board in May as the grant applications are being submitted to the US House and Senate on May 14th. These are the two projects:

FAC0030 – West Pasco Transit Hub and Fleet Maintenance Base. This would provide a secure location to store BFT vehicles.

FAC0031 – Transit Centers – 22nd Street Pasco Renovation. The goal is for better alignment and increased service by connecting smaller hubs to larger hubs. This project would all be on existing land owned by BFT.

The Board resolution is for approval to add the two projects to BFT's CIP but not add budgetary funds at this time. There are PDF brochures in the packet for each grant project. The CIP currently includes a new transit hub in the Road 100 Pasco area; however, no land has been secured. BFT is evaluating road patterns and how things are changing. The new small vehicle base is included with the transit hub in West Pasco to store Dial-A-Ride and vanpool vehicles. There is not enough space at the Maintenance, Operations, and Administration (MOA) building on Columbia Park Trail. Several vans are currently parked in the TRAC parking lot. CONNECT service continues to grow and vehicles are currently parked at 1355 Columbia Park Trail. The 22nd Street renovation property is at end of life. BFT is proposing a hub and additional parking capabilities. Director Millbauer asked if the Pasco hub would be manned by current employees or if more need to be hired. Mr. Lubeck explained that it would be a combination of both as the agency continues to grow. This topic will be presented to the Admin and Finance Committee on May 6th to request approval to take this item to the Board.

Director Mullen thanked Mr. Lubeck for his presentation and moved on to the next agenda item.

4. Informational: Operation Transcend – Jeff Lubeck, Administrative Services Director

Mr. Lubeck presented the Operation Transcend. This is an informational session to share the integrated roadmap. The purpose of this informational topic is to share with the Board what Mr. Lubeck and his team are doing behind the scenes to improve and enhance BFT. Mr. Lubeck joined BFT at the beginning of 2020 and after about two weeks Covid-19 hit. He explained that in mid-March several employees were working from home. It was a rush to find many laptops to allow employees to work from home which called out a lot of weaknesses and inefficiencies in BFT's entire system. Approximately 76% (280) employees are doing paper timecards or manual changes to their timecard before it can be submitted to payroll. The current electronic timekeeping system, FleetNet, is an ERP system developed many years ago that runs on 33 separate databases stitched together with much manual intervention required. The ERP is inefficient. There are many manual checks and balances. The financial reports, two simple reports that go to the Board each month are manually created leaving a lot of room for error.

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Informed. Mr. Lubeck shared the TTF Roadmap and explained the various rows and columns. The roadmap specifies which items correlate to 2021 Goals and Initiatives.

Director Millbauer stated that since he is new to the BFT Board, the information is a lot to take in, but thanked Mr. Lubeck for sharing. Director Mullen thanked Mr. Lubeck for his presentation and moved on to the next agenda item.

5. **Upcoming Bids and Request for Proposals** – Rob Orvis, Procurement Manager

Mr. Orvis presented the 90-day Outlook for Procurement.

- In Progress
 - Radio Maintenance RFP was released. Mr. Orvis shared that the radios are in the Dial-A-Rides, maintenance vehicles, and buses to communicate with dispatch. A local vendor keeps these in operation and we are at the end of our five year contract.
 - Uniforms for Drivers is going to the Board next week.
 - Federal Lobbying Consulting Services is in the process of getting evaluations and will possibly go to the Board in July.
 - Comprehensive Fare Study is going to the Board in August. Mr. Orvis explained that BFT has not had a fare study for a long time.
- May
 - Extend Archbright Consulting Services Agreement for Q12 Engagement Survey is going to Admin and Finance Committee
- June
 - Release RFP for General Planning Consultant
 - CBC – Extend Contract for the Comprehensive Transportation Fixed Route Bus Ride Program
- July
 - Award Radio Maintenance Services
 - Award Federal Lobbying Consulting Services
- Contracts & Operating Expenses over \$25K approved by General Manager
 - Modular office panels for the HR department from Workforce Development, LLC
 - Trapeze Software PASS-MON and Pass and Pass CT
 - TCF Architecture to replace the HVAC system in the Maintenance building
 - TCF Architecture - MOA groundwater monitoring – Mr. Orvis explained that the wells onsite are monitored to ensure the contamination is staying in check and there are no issues.

Director Millbauer asked about the groundwater. Mr. Orvis explained that there is a lot of water that runs under the MOA property. Several years ago there was a leak. Wells were drilled in the late 1980s to test. Rainwater samples are required if the levels rise to a certain amount. BFT is on City water and has a well for irrigation.

After a brief discussion, Director Mullen moved on to the next item on the agenda.

Other

Ms. Boyce thanked Director Mullen for his time today for New Board Member Orientation. She informed Director Millbauer that the Executive Office will reach out to schedule his orientation session soon.

After a brief discussion, Director Mullen moved to the next item on the agenda.

Next Meeting

June 2, 2021 at 4:00 p.m.

Adjourn

Director Mullen adjourned the Planning and Marketing Committee Meeting at 5:03 p.m.



MINUTES

ADMINISTRATION & FINANCE COMMITTEE

1000 Columbia Park Trail, Richland, WA

Thursday, May 6, 2021

4:00 p.m.

REMOTE

Per the Governor's COVID-19 Stay Home-Stay Healthy Proclamation 20-25, and to practice social distancing, Ben Franklin Transit Ad Hoc Committees will be conducted telephonically, with call-in access provided to participants.

Committee Members:

Steve Becken – Chair, Richard Bloom, Lisa Stade

Absent:

Legal Counsel: Jeremy Bishop

Assigned Directors: Wendi Warner, Jeff Lubeck

Staff: Gloria Boyce, Keith Hall, Ayodeji Arojo, Jerry Otto, Rob Orvis, Caleb Lenz, Carina Cassel, Mindy Eakin

1. COMMITTEE CHAIR BECKEN convened the meeting at 4:00 p.m.

Changes to the Agenda

There were no changes to the agenda.

New Items:

2. **Resolution XX-2021: Authorization to Approve Archbright Contract Renewal** – Wendi Warner, Human Resources and Labor Relations Director

Ms. Warner presented to the Committee the request for authorization to approve Archbright Contract Renewal. BFT has been engaging Archbright services for several years for Q12 Employee Engagement and other small projects. BFT would like to renew the Archbright contract for 27 months (nine quarters), from 2021 through March 2023 when the Q12 Action Plans are developed. Liza Romero would work 2-3 days per week up to 24 hours per week. Liza has vast experience in this arena and offers continuity on how to administer established relationships, understanding goals set forth and achieved, and team building. Ms. Romero is

local from Pasco, although Archbright is a company based out of Seattle that employs consultants across the state. Ms. Romero has been BFT's point person for Q12 since the time the survey was initially launched three years ago. Ms. Romero has other consulting clients through Archbright, her time spent on BFT activities depends on the level and time of need. She will most likely have a lull in the summer and then work full-time ramping up to the survey. Liza is not available on site since the pandemic per Archbright direction.

Director Stade requested the parameters needed for Ms. Romero to provide on-site services. Ms. Warner will request this information from Archbright and will follow up with Director Stade prior to the May 13th Board meeting.

After a brief discussion COMMITTEE CHAIR BECKEN recommended that Resolution XX-2021: Authorization to Approve Archbright Contract Renewal be sent to the ACTION agenda.

3. Resolution XX-2021: Authorization to Approve Earmark Projects & Update Capital Improvement Plan (CIP) – Jeff Lubeck, Administrative Services Director

Mr. Lubeck presented to the Committee the Authorization to Approve Earmark Projects & Update CIP. He explained that BFT is currently in the process of CIP call for projects. The CIP would normally go to the Board in June/July but there are two projects that need to be Board approved prior to submitting the grant applications. The projects are as follows:

FAC0030 – West Pasco Transit Hub and Fleet Maintenance Base. This would provide a secure location to store BFT vehicles.

The West Pasco Transit Hub is already approved with state funding. BFT is seeking additional funding for a small maintenance base. BFT is currently leasing space at TRAC with Vanpool vans out in the open. The Vanpool service from Pasco to Hanford is the highest used route. The new CONNECT service (first and last mile) vehicles are currently being parked at 1355 Columbia Park Trail. The grant application will be submitted to Senator Murray's office the day after the Board meeting, May 14th. This resolution is to request authorization to approve the project and the project value.

FAC0031 – Transit Centers – 22nd Street Pasco Renovation. The goal is for better alignment and increased service by connecting smaller hubs to larger hubs. This project would all be on existing land owned by BFT.

BFT currently has a small transit hub on 22nd Street and the facility is at the end of its useful life span. This property is next to vacant property which belongs to BFT but needs to be built out.

BFT is requesting authorization to approve these two projects and add them into the CIP. No budget is associated with these projects at this time.

After a brief discussion COMMITTEE CHAIR BECKEN recommended that Resolution XX-2021: Authorization to Approve Earmark Projects and Update CIP be sent to ACTION agenda.

4. Resolution XX-2021: Authorization to Approve Non-Represented Cost of Living Adjustment (COLA) Increase - Wendi Warner, Human Resources and Labor Relations Director

Ms. Warner presented to the Committee the Authorization to Approve Non-Represented Cost of Living Adjustment (COLA) Increase. Ms. Warner explained that the memorandum attached to the resolution includes part of the compensation analysis BFT received. The salary survey was compared against market structure. BFT's current structure was developed in 2017, based on 2016 rates. Non-represented employees have not received a COLA increase since this implementation. Represented employees have been receiving increases based on their step program. Ms. Warner explained that the market has shifted and BFT has not kept up. Represented employees have seen salary increases above non-represented employees. BFT is requesting authorization to award a 3% COLA increase to non-represented employees to ensure that BFT employees continue to have fair and equitable salaries and wages.

The Committee reviewed Exhibit A from the Moss Adams report which shows COLA and step adjustments for represented and non-represented employee comparison tables. Discussion ensued on BFT's average merit increase of 2.69% in 2020 which seems low based on a 3% merit structure. Ms. Warner described BFT's request to use COLA to adjust salary ranges to be implemented June 1st and then conduct merit increases in January 2022 based on 2021 performance. BFT worked with two contractors to evaluate market data to determine this path forward. The average of all 62 positions shows that BFT was below market for the entire structure. BFT needs to increase the rates to remain attractive and to gain and retain talent. Ms. Warner discussed options with other transit agencies and this is the prevailing best practice. Discussion ensued on current struggles in recruiting including positions such as finance director, planners, and information technology due to wages falling below market value. The Committee discussed specific positions that have seen retention issues due to better paying jobs in the area. Ms. Warner shared that BFT has pay ranges by position. Director Stade wanted to ensure that the other consideration of retention is that employees feel valued, appreciated, and heard.

Ms. Boyce shared that historically raises were inconsistent where some years there was a 3% step increase and some years there was a COLA increase. BFT's philosophy is to receive a merit increase every year based on employee performance. The COLA represents the Consumer Price Index (CPI) to keep jobs in the market range. The request to approve the COLA is to catch up with the current CPI index. Discussion ensued on unionization being costly to an organization from an insurance standpoint being based on composite rates.

Director Bloom requested information on the amount of union dues a represented employee pays at BFT. Ms. Warner will provide this information to Chair Bloom.

After discussion COMMITTEE CHAIR BECKEN recommended that Resolution XX-2021: Authorization to Approve Non-Represented Cost of Living Adjustment (COLA) Increase be sent to ACTION agenda.

5. Informational: Operation Transcend – Jeff Lubeck, Administrative Services Director

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Director Bloom asked about the budgetary impact of all these projects. Mr. Lubeck explained that many of the projects are already included in the budget, several have been on the list for years. There will be some budget requests to come, such as HR software. Items such as SharePoint are small dollar amounts and huge value. The budgeted item, ERP evaluation, is about a year out.

This information was presented to all BFT committees and will not be going to the Board meeting.

After a brief discussion, COMMITTEE CHAIR BECKEN moved to the next item on the agenda.

6. Discussion: Moss Adams Organizational Structure - Wendi Warner, Human Resources and Labor Relations Director

Ms. Warner presented the Moss Adams suggested organizational structure. In March 2021, Director Bloom requested this report be shared with the Board. The report shares suggestions on a general manager versus chief structure. The Committee reviewed Pages 10-11 of the report which was not included in the committee packet. Optional structures show a variety of alignments with departments reporting up to other functional areas different than BFT's current structure. When the report was developed, BFT shared their current structure and plans for growth. A reasonable timeframe needs to be set to implement a structural change. The leadership structure comparison to other transit agencies was discussed. Director Bloom shared that he has been in contact with the chair at RTD in Las Vegas, which is identical to BFT. Director Bloom has an appointment to talk with the RTD chair on May 12th. Director Bloom stated that as a Board, BFT should consider whether we are in the right structure because an organization by definition is a mistake in time. Ms. Warner shared that the average headcount for the comparison was higher than BFT and these would be options for BFT as it continues to grow. The Moss Adams suggestion is to move to a 2- then 3- chief system. BFT will consider what is right for departmental alignments and functionality. Not every chief has the same scope of responsibility or span of control. This is a topic that needs to mature over the next year or two.

Discussion ensued on putting together a committee to implement a new structure. Director Bloom stated he would discuss this approach with the Las Vegas Board chair. It could potentially go to the Admin and Finance Committee or another subcommittee. The committee discussed a potential trip to Spokane's transit agency to see how it works. Director Becken was in support of creating a committee to further research organizational structure. Ms. Warner suggested an internal meeting to review organizational charts from other facilities. It was suggested to identify agencies that have made a structural transition so they can offer a comparison perspective.

After a brief discussion it was decided to add this as a topic of discussion at the May Board meeting. COMMITTEE CHAIR BECKEN moved to the next item on the agenda.

7. Discussion – Update – Board of Directors/Public Information Website – Carina Cassel, Business Operations Support Specialist, Interim Clerk of the Board

Ms. Cassel shared that the Board packets, not just the agenda, will be posted on the BFT website from April 2021 forward. This change spurred from a request Ms. Boyce received from a concerned citizen after the March Board meeting regarding access to agenda items. After a discussion with Director Bloom, it was decided to add the entire packet on the website so BFT is fully transparent. Attachments will include memorandums and resolutions at the very least. Presentations will not be included on the website due to file size.

After a brief discussion, COMMITTEE CHAIR BECKEN moved to the next item on the agenda.

8. Notification of Upcoming Bids and Request for Proposals – Rob Orvis, Procurement Manager

Mr. Orvis presented the 90-day Outlook for Procurement.

- In Progress
 - Radio Maintenance RFP was released. This item will come to the A&F Committee for award in July.
 - Uniforms for Drivers is going to the Board on May 13th.
 - Federal Lobbying Consulting Services is in the process of getting proposals. Procurement is working with the General Manager.
 - Comprehensive Fare Study is going to come back to A&F Committee in August.
- May
 - Extend Archbright Consulting Services Agreement for Q12 Engagement Survey
- June
 - Release RFP for General Planning Consultant
 - CBC – Extend Contract for the Comprehensive Transportation Fixed Route Bus Ride Program. This contract has been in place for many years.
- July
 - Award Radio Maintenance Services
 - Award Federal Lobbying Consulting Services
- Contracts & Operating Expenses over \$25K approved by General Manager
 - Modular office panels for the HR department from Workforce Development, LLC
 - Trapeze Software PASS-MON and Pass and Pass CT
 - TCF Architecture to replace the HVAC system in the Maintenance building
 - TCF Architecture - MOA groundwater monitoring – Mr. Orvis explained that the wells onsite are monitored to ensure the contamination is staying in check and there are no issues.

After a brief discussion, COMMITTEE CHAIR BECKEN moved to the next item on the agenda.

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

Mr. Lubeck presented the BFT Sales Tax Report for February 2021 business. Sales tax saw a 14% increase. BFT was 16.3% over budget for the first two months of the year.

After a brief discussion, COMMITTEE CHAIR BECKEN moved to the next item on the agenda.

10. Other

There was no other business to discuss.

11. Next Meeting

June 3, 2021 at 4:00 p.m.

12. Adjourn

COMMITTEE CHAIR BECKEN adjourned the Administration and Finance Committee Meeting at 6:04 p.m.



MINUTES
BOARD OF DIRECTORS REGULAR MEETING
April 8, 2021
3:30 p.m.

Per the Governor’s COVID-19 Proclamation 20-28 Open Public Meetings Act, the Regular Board Meeting was remote and telephonic, with call-in access provided to all participants and attendees.

1. CALL TO ORDER

CHAIR BLOOM called the meeting to order at 3:31 p.m.

2. ROLL CALL

Representing	Attendee Name	Title	Status	Arrived
Pasco	Ruben Alvarado	Director	Present	
Kennewick	Bill McKay	Director	Present	
Richland	Phillip Lemley	Director	Present	
West Richland	Richard Bloom	Chair	Present	
Franklin County #2	Clint Didier	Director	Present	
Franklin County #1	Rocky Mullen	Director	Present	
Benton County	Shon Small	Director	Present	
Prosser	Steve Becken	Director	Present	
Benton City	Lisa Stade	Vice Chair	Present	
The Union	Norma Nelson	Non-Voting Union Rep.	Present	

BFT Staff: Gloria Boyce, Ayodeji Arojo, Bill Barlow, Leo Bowman, Carina Cassel, Chad Crouch, Terry DeJuan, Mindy Eakin, Bill Hale, Keith Hall, Jeff Lubeck, Ali Madison, Rob Orvis, Mike Roberts, Wendi Warner

Legal Counsel: Jeremy Bishop

3. Flag Salute

CHAIR BLOOM led the attendees in the Pledge of Allegiance.

4. PUBLIC COMMENT/INTRODUCTION OF VISITORS

CHAIR BLOOM announced there is no public comment.

5. APPROVAL OF AGENDA

There were no requested additions or changes to the agenda.

RESULT:	APPROVED (Unanimously)
MOVER:	MCKAY
SECONDER:	LEMLEY

6. RECOGNITIONS

- A. Resolution 21-2021: Recognizing Ben Franklin Transit (BFT) Assistant Director, Transit Operations, Steve Davis for Completing American Public Transportation Association's (APTA) Emerging Leaders Program.

Ms. Boyce presented to the Board recognizing Steve Davis for completing the American Public Transportation Association's (APTA) Emerging Leaders Program. BFT is fortunate to have Steve Davis as a public transportation employee. By attending training programs Mr. Davis is gaining knowledge and skills in goal-setting communications and project management. This leadership program will also provide Mr. Davis with developing relationships with industry leaders in the peer community.

RESULT:	APPROVED (Unanimously)
MOVER:	DIDIER
SECONDER:	LEMLEY

7. Citizen's Advisory Network (CAN) Report

Leo Bowman presented the Citizen's Advisory Network (CAN) report. Mr. Bowman explained that he is the new chairman of the CAN as of January 1st. He explained that the CAN group met on March 29th where staff presented the Modified Annual Service Plan. Mr. Bowman also shared that due to COVID-related issues, CAN membership has decreased. They are working on recruitment initiatives.

8. Board Committee Reports

CHAIR BLOOM invited the committee chairs to report on their respective committee meetings, which were held remotely. The meeting minutes were in the Board packet.

- A. **Operations & Maintenance Committee Report** – RUBEN ALVARADO, Committee Chair. Director Alvarado reported that the committee meeting was canceled for the month. Resolution 22-2021: Authorizing the General Manager to declare vehicle 8552 as surplus and dispose per Resolution 62-2014 was sent to the Consent Agenda.
- B. **Planning & Marketing Committee Report** – 03/31/2021 – BILL MCKAY, Committee Chair. Director McKay shared that the minutes in the packet were full and complete. He referred the Board members to review the minutes for a summary of the

meeting.

C. **Administration & Finance Committee Report** – 04/01/2021 – STEVE BECKEN, Committee Chair. CHAIR BLOOM reported that the committee was presented with a resolution for temporary staffing services as well as an informational update on BFT being awarded the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for their 2019 Annual Financial Report. Procurement also presented upcoming bids and proposals.

9. Consent Agenda

CHAIR BLOOM read the consent items and invited a motion.

- A. March 11, 2021 Regular Board Meeting Minutes – Approve
- B. March Voucher Summary – Approve
- C. Resolution 22-2021: Authorizing the General Manager to declare vehicle 8552 as surplus and dispose per Resolution 62-2014.

Payroll					
Check Register Number	Check Number	Number	Date of Issue	In the Amount	
505-21	80760	80766	3/12/2021	\$538,638.11	Payroll
506-21	50767	80773	3/26/2021	\$533,078.02	Payroll
			Total	\$1,071,716.13	
Accounts Payable					
Check Register Number	Check Number	Number	Date of Issue	In the Amount	
116-21	77145	77202	3/3/2021	\$391,441.87	MDSE
117-21	77203	77249	3/9/2021	\$216,015.18	MDSE
118-21	77250	77332	3/16/2021	\$370,780.90	MDSE
119-21	77333	77379	3/23/2021	\$235,217.83	MDSE
120-21	ACH TRANS		3/23/2021	\$900,229.35	ACH TRANS
121-21	77380	77446	3/31/2021	\$537,528.01	MDSE
122-21	ACH TRANS		3/31/2021	\$246,083.12	ACH TRANS
			Total	\$2,897,296.26	

CHAIR BLOOM invited a motion.

RESULT:	APPROVED (Unanimously)
MOVER:	ALVARADO
SECONDER:	SMALL

10. Action Items

- A. Resolution 23-2021: Authorizing the General Manager to Approve Temporary

Staffing Services – Wendi Warner, Human Resources and Labor Relations Director

Ms. Warner presented to the Board the request to award four temporary staffing service contracts to independent organizations: ANR Group, Inc., Manpower Group, Express Employment, RC Engineering and Construction Management. In December 2020 the Board authorized the General Manager to release proposals for temporary staffing contractors. At the time there were only two temporary agencies under contract, however, it has been a challenge to find diversity of staffing talent. The RFP went out to 35 contractors. There were eight responses. Cost proposals were provided to BFT based on four criteria points that BFT supplied, including experience in the local market. The agencies assist in locating individuals with unique functions, some are senior-level and others entry level. The proposals are based on two individual recruitments and seven unique temporary positions based on 1,000 hours of work each. The estimated cost figure was based on the last twelve months of service.

Director Alvarado requested further information on BFT's procurement process.

CHAIR BLOOM invited a motion.

RESULT:	APPROVED (Unanimously)
MOVER:	SMALL
SECONDER:	ALVARADO

- B. Public Hearing for the 2021 Modified Annual Service Plan and Title VI Service Equity Analysis. CHAIR BLOOM opened up the public hearing at 4:04pm. There was one individual, Isaiah Chong, who registered to speak during the hearing. Mr. Chong was called upon and was given time to unmute his phone to speak. There was no response from Mr. Chong. The public hearing portion of the meeting was closed at 4:41pm.

2021 Modified Annual Service Plan and Title VI Service Equity Analysis – Keith Hall, Planning and Services Development Director

This topic was presented to the Board in March so Mr. Hall provided a brief overview of the 2021 Modified Annual Service Plan and Title VI Service Equity Analysis with comments that have been received since then. The June service changes will require 12 additional fixed-route operators. The August service changes include 13 additional staff (7 operators and 6 operations/maintenance staff). The Dial-A-Ride operator current and budgeted staffing levels are sufficient; however, increase may be needed based on demand. The public comment period was open on March 12th and closes on April 11th. There were two virtual open houses (March 17 and March 24) with a total of five public attendees. The Plan was presented at the CAN meeting on March 29. Public interactive REMIX maps received five comments.

Norma Nelson asked Mr. Hall if any additional Dial-A-Ride drivers will be hired. Mr. Hall explained that the Planning Department worked with the Operations

Department and believe there is sufficient capacity at present staffing levels for Dial-A-Ride. This may be revisited in a year based on demand.

Resolution 24-2021: Approving the 2021 Modified Annual Service Plan and Title VI Service Equity Analysis – Keith Hall, Planning and Services Development Director

After a brief discussion, CHAIR BLOOM invited a motion. Director Lemley moved and Director Small seconded. There was further discussion regarding whether this resolution could be approved prior to the close of the public comment period. Motion was withdrawn. After further discussion and with legal parliamentary guidance, it was agreed to move forward with the motion contingent on no further public comment.

RESULT:	APPROVED (Unanimously)
MOVER:	SMALL
SECONDER:	ALVARADO

11. Discussion & Informational Items

A. Informational: Certificate of Achievement for Excellence in Financial Reporting from GFOA for 2019 Annual Financial Report – Jeff Lubeck, Administrative Services Director

Mr. Lubeck stated that BFT received the Certificate of Achievement for Excellence in Financial Reporting from GFOA for 2019 Annual Financial Report. This is the eight year in a row that BFT has received the award. The program was established to encourage in assisting in state and local governments to go beyond the minimum requirement of generally accepted accounting principles. The government then recognizes those succeeding in that goal following the state audit. Explaining variances, changes, and trends; being open and transparent; and sharing what BFT is proof of a successful financial team that knows and understands the numbers and cooperates with policies and procedures.

B. 2021 Q1 Performance Report – Ali Madison, Marketing and Communications Director

Ms. Madison presented the first quarter performance report. She shared that while ridership is still significantly reduced, we are seeing a positive trend toward recovery. Total system ridership is down by 50% in comparison to prior year. Fixed-route ridership was down 41% for the quarter compared to 2020 but is on par with nationwide performance. Dial-A-Ride is down in comparison to 2020 by 54.8%. Vanpool ridership recovery will depend to some extent on the return of onsite work from some of the major Hanford area employers. Vanpool ridership is down in comparison to 2020 by 73%. CONNECT ridership is frequently seeing multiple weekdays with ridership over 100 daily riders. This service has been expanded to include connections to COVID-19 vaccination sites and interzonal trip support. Via is in the process of onboarding more drivers to minimize wait times for riders.

Ms. Madison also shared that BFT is continuing focus in marketing and outreach for communications around pandemic response and safety including implementation of the federal mask order on public transit in February and providing services to local vaccination sites in March. Communication support was also

provided for the Modified Annual Service Plan public comment period. Masking guideline communications were published via internal and external communications in English and Spanish, including web and social media content, signage at BFT offices, transit facilities, and aboard vehicles. These will continue to be reinforced as the mandate is in effect until at least May. In the first quarter of 2021, services were adjusted to provide transportation support to those needing access to local vaccination sites. BFT is working with the Benton Franklin Health District and other community partners on COVID-19 issues.

Ms. Madison also shared that much work was done to recognize employees on National Transit Driver Appreciation Day.

BFT is seeing an upward trend in website activity across the board, which is expected as ridership continues to trend up.

Ms. Madison also provided an update on 2021 Goals and Initiatives progress.

CHAIR BLOOM asked if the auto-pass count (APC) is still working if BFT is only doing back-door boarding. Ms. Boyce confirmed that the APC is counting from the rear-door.

After brief discussion, CHAIR BLOOM moved to the next agenda item.

12. Staff Reports & Comments

A. Legal Report

Mr. Bishop stated that there was nothing noteworthy to report.

B. Financial Report

Mr. Lubeck presented to the Board the Financial Report. Revenue through February is \$6.9M which is slightly higher than 2020 at \$6.8M but under-performed the budget of \$8.5M. Most of the variance is driven by budgetary estimates and timing around sales tax. Overall, BFT was under budget by about 19%. Revenue without the CARES funding would have been \$6.4M. Expenses are underbudget by 19.9% and are 6% lower than 2020, well under budget. For the year, surplus is \$418K compared to budget of \$392K. Without the CARES funding BFT would have a slight deficit of \$82K. Total cash on hand remains consistent. Reserves leaves a bit of an operating cushion. BFT is currently not charging fares. Vanpool is collecting fares but the data is skewed because of the ridership numbers and cost per boarding. Sales tax is reporting on actual activity received through January 2021 and is \$320K higher than January 2020. This is an 11% increase. Local taxes continue to hold steady and provide a stable base for BFT.

After discussion regarding resumption of fares, plans to reopen front-door boarding, and lessons learned for budgeting and operating expenses during the pandemic, CHAIR BLOOM moved on to the next item on the agenda.

C. General Manager's Report

Gloria Boyce, General Manager, provided the Board with a review of this month's notable topics:

a. Government Affairs Update

i. Federal

Ms. Boyce explained that the President signed the American Rescue Plan in March. BFT will receive up to \$20.8M in formula funds to be used by September 2024. This is a substantial amount. Ms. Boyce is working with Mr. Lubeck and his team to update the financial forecasting model. Ms. Boyce stated that there was a call for projects from Senator Murray's office and the House is also requesting a call for community projects by April 16th. BFT is currently preparing to submit grant requests to both House and Senate.

ii. State

Ms. Boyce shared that the State Senate passed House Bill 1514 for vanpool reform. The modified bill coming from the House lowers the threshold for what constitutes a vanpool from five down to three for public transit only. Once the bill is approved by the House it will be sent to the Governor's office for signature. Once signed, the bill will take effect on September 1st. This allows BFT to utilize rideshare or vanpool.

Ms. Boyce further explained that the House and Senate transportation committees passed their budgets. This week the focus is on budget reconciliation. BFT submitted several projects, three projects were included in the State House bill. The three projects are: fleet electrification for frequent service corridor; frequent service corridor engineering which includes bus stop placement, ADA compliance shelters, and amenities; and three multimodal hubs in Prosser, Benton City, and Southridge in Kennewick.

b. Operations

- i. Ms. Boyce shared that BFT met all scheduled pullouts in March. Members of the BFT team participate in the local biweekly decision makers meetings and the weekly Benton Franklin Health District Community Vaccination Group.
- ii. Ms. Boyce thanked the Board for moving forward on the Modified Annual Service Plan. It is a great move to begin providing fixed-route service on Sundays.

Ms. Boyce closed her report and opened for questions. After a brief discussion, CHAIR BLOOM moved to the next item on the agenda.

13. Board Member Comments

There were no Board Member comments.

CHAIR BLOOM moved on to the next item on the agenda.

14. Executive Session

Executive Session on RCW 42.30.140(4)(b) began at 5:20 p.m. and adjourned at 6:05 p.m.

15. Other

None

16. Next Meeting

Regular Board Meeting – Thursday, May 13, 2021 7:00 p.m.

17. Adjournment

CHAIR BLOOM adjourned the meeting at 6:09 p.m.

Mindy Eakin, Interim Clerk of the Board

Date



1000 Columbia Park Trail Richland, WA 99352.4851
509.735.4131 509.735.1800 fax www.bft.org

Friday, May 07, 2021

To: Ben Franklin Board of Directors

From: Jeff Lubeck, Financial Services Director

RE: Vouchers for April 2021

April 2021 vouchers totaled \$3,535,120.64. An analysis of the vouchers had the following significant vendor payment amounts:

Vendor	Description	Amount
IRS	Federal Income Tax on Wages	\$ 382,475.08
DEPT OF RETIREMENT SYSTEMS	PERS	\$ 366,161.44
NW ADMIN TRANSFER	Insurance	\$ 355,887.60
DEPT LABOR & INDUSTRIES	Payroll Taxes	\$ 237,542.32
TRAPEZE SOFTWARE GROUP INC.	Computer Software	\$ 138,467.51
ASSOCIATED PETROLEUM PRODUCTS	Fuel & Fluids	\$ 125,851.34
STATE OF WASHINGTON	Insurance	\$ 105,502.29
WESTERN CONFERENCE OF TEAMSTERS	Teamsters Pension	\$ 70,230.84
RIVER NORTH TRANSIT	Contracted Services	\$ 55,983.36
KPFF INC	Contracted Services	\$ 50,952.11
ANR GROUP INC	Contract Labor	\$ 50,662.70
US BANKCARD	Travel/Merchandise	\$ 49,865.78
GILLIG	Vehicle Parts	\$ 24,730.17
VANTAGE TRANS AGENTS-457	EE Contributions	\$ 23,277.63
EMPLOYMENT SECURITY DEPT	Unemployment Tax	\$ 22,881.11
DELL MARKETING LP	Computer Supplies	\$ 22,723.61
VOYAGER FLEET SYSTEMS INC.	Fleet Fuel	\$ 16,705.21
MOSS ADAMS LLP	Contracted Services	\$ 15,960.00
TEAMSTERS UNION	Union Dues	\$ 14,708.25
FGL LLC	Building Lease	\$ 14,147.27
CITY OF RICHLAND	Utilities	\$ 13,455.44
BRIDGESTONE AMERICAS	Tire Lease	\$ 12,041.43
ARCHBRIGHT INC	Contract labor	\$ 10,946.25
ADOBE INC	Computer Supplies	\$ 10,751.40
MACDONALD MILLER FACILITY SOLUTIONS LLC	Contracted Services	\$ 10,739.82
COMMERCIAL TIRE	Tires & Repairs	\$ 10,386.32
	Total Significant Vendors	\$ 2,213,036.28
	Payroll Total	\$ 1,077,009.32
	Total Non-Significant Vendors	\$ 245,075.04
	GRAND TOTAL	\$ 3,535,120.64

I, the undersigned **CHAIRMAN/VICE-CHAIRMAN of BEN FRANKLIN TRANSIT**
Benton County, Washington, do hereby certify that the payroll related services, herein specified have been
received and that the following checks are approved for payment for the month of APRIL 2021.

PAYROLL

Check Register Number	Check Number / Number	Date of Issue	In the Amount	
507-21	80774	80778	4/9/2021	531,497.68 Payroll
508-21	80779	80784	4/23/2021	545,511.64 Payroll

Total \$ 1,077,009.32

AUTHORITY MEMBER
5/13/2021

I, the undersigned **CHAIRMAN/VICE-CHAIRMAN of BEN FRANKLIN TRANSIT**
 Benton County, Washington, do hereby certify that the merchandise or services herein specified have
 been received and that the following checks are approved for payment for the month of APRIL 2021.

ACCOUNTS PAYABLE

Check Register Number	Check Number / Number	Date of Issue	In the Amount
123-21	VOID 77014	4/6/2021	(56.53) VOID
124-21	77447 77502	4/6/2021	96,164.64 MDSE
125-21	2889 2891	4/7/2021	297.00 TRAVEL
126-21	77503 77509	4/8/2021	233.11 MDSE
127-21	77510 77588	4/13/2021	403,216.98 MDSE
128-21	ACH TRANS	4/14/2021	920,389.60 ACH TRANS
129-21	77589 77671	4/20/2021	684,593.49 MDSE
130-21	77672 77679	4/23/2021	89,470.55 MDSE
131-21	ACH TRANS	4/23/2021	196,003.83 ACH TRANS
132-21	77680 77686	4/27/2021	10,393.88 MDSE
133-21	ACH TRANS	4/30/2021	57,401.80 ACH TRANS

Total \$ 2,458,108.35

 AUTHORITY MEMBER
 5/13/2021

APRIL 2021 vouchers audited and certified by Ben Franklin Transit's auditing officer as required by RCW 42.24.080, and those expense reimbursement claims certified as required by RCW 42.24.090, have been recorded on a listing which has been emailed to the Board members May 7, 2021.

ACTION: As of this date, May 13, I, _____
 move that the following checks be approved for payment:

PAYROLL

Check Register Number	Check Number / Number	Check Number / Number	Date of Issue	In the Amount
507-21	80774	80778	4/9/2021	531,497.68 Payroll
508-21	80779	80784	4/23/2021	545,511.64 Payroll
Total				\$ 1,077,009.32

ACCOUNTS PAYABLE

Check Register Number	Check Number / Number	Check Number / Number	Date of Issue	In the Amount
123-21	VOID	77014	4/6/2021	(56.53) VOID
124-21	77447	77502	4/6/2021	96,164.64 MDSE
125-21	2889	2891	4/7/2021	297.00 TRAVEL
126-21	77503	77509	4/8/2021	233.11 MDSE
127-21	77510	77588	4/13/2021	403,216.98 MDSE
128-21	ACH TRANS		4/14/2021	920,389.60 ACH TRANS
129-21	77589	77671	4/20/2021	684,593.49 MDSE
130-21	77672	77679	4/23/2021	89,470.55 MDSE
131-21	ACH TRANS		4/23/2021	196,003.83 ACH TRANS
132-21	77680	77686	4/27/2021	10,393.88 MDSE
133-21	ACH TRANS		4/30/2021	57,401.80 ACH TRANS
Total				\$ 2,458,108.35

Check Register Nos. 507-21 to 508-21 and 123-21 to 133-21 in the total amount of: **\$ 3,535,117.67**

The motion was seconded by _____

and approved by a unanimous vote.

BEN FRANKLIN TRANSIT
CHECK REGISTER CERTIFICATION
ACCOUNTS PAYABLE

CHECK REGISTER NUMBER 123-21

CHECK NUMBERS 77014 to 77014

DATE 04/06/2021

PURPOSE A/P VOID CHECK AMOUNT (\$56.53)

"I, the undersigned, do hereby certify, under penalty of perjury under the laws of the State of Washington, that the original instrument(s) was (were) either, 1) based upon the attached Affidavit(s) from the vendor(s), lost or destroyed and has (have) not been paid, or 2) is (are) in Ben Franklin Transit's possession and has (have) been determined to be null-and-void and that I am authorized to authenticate and certify the above and hereby the instrument(s) is (are) canceled."


AUDITOR

4/6/2021
DATE

BEN FRANKLIN TRANSIT
CHECK REGISTER CERTIFICATION
ACCOUNTS PAYABLE

CHECK REGISTER NUMBER 124-21

CHECK NUMBERS 77447 to 77502

DATE 04/06/2021

PURPOSE APR 21A A/P VOUCHERS AMOUNT \$96,164.64

"I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein and that the claims are just, due and unpaid obligations against Ben Franklin Transit, and that I am authorized to authenticate and certify said claims."



AUDITOR

4/13/2021

DATE

BEN FRANKLIN TRANSIT
CHECK REGISTER CERTIFICATION
ACCOUNTS PAYABLE

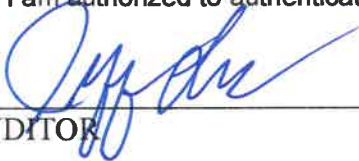
CHECK REGISTER NUMBER 125-21

CHECK NUMBERS 2889 to 2891

DATE 04/07/2021

PURPOSE APR 21B A/P VOUCHERS AMOUNT \$297.00

"I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein and that the claims are just, due and unpaid obligations against Ben Franklin Transit, and that I am authorized to authenticate and certify said claims."



AUDITOR

4/12/2021

DATE

BEN FRANKLIN TRANSIT
CHECK REGISTER CERTIFICATION
ACCOUNTS PAYABLE

CHECK REGISTER NUMBER 126-21

CHECK NUMBERS 77503 to 77509

DATE 04/08/2021

PURPOSE APR 21C A/P VOUCHERS

AMOUNT \$233.11

"I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein and that the claims are just, due and unpaid obligations against Ben Franklin Transit, and that I am authorized to authenticate and certify said claims."



AUDITOR

4/12/2021

DATE

BEN FRANKLIN TRANSIT
CHECK REGISTER CERTIFICATION
ACCOUNTS PAYABLE

CHECK REGISTER NUMBER 127-21

CHECK NUMBERS 77510 to 77588

DATE 04/13/2021

PURPOSE APR 21D A/P VOUCHERS

AMOUNT \$403,216.98

"I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein and that the claims are just, due and unpaid obligations against Ben Franklin Transit, and that I am authorized to authenticate and certify said claims."



AUDITOR

4/16/2021

DATE

BEN FRANKLIN TRANSIT
CHECK REGISTER CERTIFICATION
ACCOUNTS PAYABLE

CHECK REGISTER NUMBER: 128-21

ACH WIRE TRANSFERS

DATE: 04/14/2021

PURPOSE:

A W REHN & ASSOCIATES INC	\$	1,272.90
DEPT OF RETIREMENT SYSTEMS	\$	366,161.44
DEPT OF RETIREMENT SYSTEMS - DCP	\$	1,228.48
INTERNAL REVENUE SERVICE	\$	192,549.19
N.W. ADMIN. TRANSFER	\$	355,887.60
WASHINGTON STATE SUPPORT	\$	3,289.99
	\$	<u>920,389.60</u>

"I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein and that the claims are just, due and unpaid obligations against Ben Franklin Transit, and that I am authorized to authenticate and certify said claims."



AUDITOR

4/16/2021

DATE

BEN FRANKLIN TRANSIT
CHECK REGISTER CERTIFICATION
ACCOUNTS PAYABLE

CHECK REGISTER NUMBER 129-21

CHECK NUMBERS 77589 to 77671

DATE 04/20/2021

PURPOSE APR 21E A/P VOUCHERS AMOUNT \$684,593.49

"I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein and that the claims are just, due and unpaid obligations against Ben Franklin Transit, and that I am authorized to authenticate and certify said claims."



AUDITOR

4/27/2021

DATE

BEN FRANKLIN TRANSIT
CHECK REGISTER CERTIFICATION
ACCOUNTS PAYABLE

CHECK REGISTER NUMBER 130-21

CHECK NUMBERS 77672 to 77679

DATE 04/23/2021

PURPOSE APR 21F A/P VOUCHERS AMOUNT \$89,470.55

"I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein and that the claims are just, due and unpaid obligations against Ben Franklin Transit, and that I am authorized to authenticate and certify said claims."

AUDITOR



DATE

5/4/2021

BEN FRANKLIN TRANSIT
CHECK REGISTER CERTIFICATION
ACCOUNTS PAYABLE

CHECK REGISTER NUMBER: 131-21

ACH WIRE TRANSFERS

DATE: 04/23/2021

PURPOSE:

AW REHN & ASSOCIATES	\$	1,272.90
DEPT OF RETIREMENT SYSTEMS - DCP	\$	1,330.44
INTERNAL REVENUE SERVICE	\$	189,925.89
WASHINGTON STATE SUPPORT	\$	3,474.60
	\$	<u>196,003.83</u>

"I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein and that the claims are just, due and unpaid obligations against Ben Franklin Transit, and that I am authorized to authenticate and certify said claims."



AUDITOR

5/4/2021

DATE

BEN FRANKLIN TRANSIT
CHECK REGISTER CERTIFICATION
ACCOUNTS PAYABLE

CHECK REGISTER NUMBER 132-21

CHECK NUMBERS 77680 to 77686

DATE 04/27/2021

PURPOSE APR 21G A/P VOUCHERS

AMOUNT \$10,393.88

"I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein and that the claims are just, due and unpaid obligations against Ben Franklin Transit, and that I am authorized to authenticate and certify said claims."



AUDITOR

5/14/2021

DATE

BEN FRANKLIN TRANSIT
CHECK REGISTER CERTIFICATION
ACCOUNTS PAYABLE

CHECK REGISTER NUMBER: 133-21

ACH WIRE TRANSFERS

DATE: 04/30/2021

PURPOSE:

HAR VEBA TRUST	\$	4,560.00
DEPT OF RETIREMENT SYSTEMS - DCP	\$	119.96
STATE OF WA EXCISE TAX	\$	2,856.06
US BANK CORPORATE PAYMENT SYSTEMS	\$	49,865.78
	\$	<u>57,401.80</u>

"I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein and that the claims are just, due and unpaid obligations against Ben Franklin Transit, and that I am authorized to authenticate and certify said claims."

AUDITOR



DATE

5/14/2021

CHECK REGISTER CERTIFICATION

PAYROLL

CHECK REGISTER NUMBER 507-21

CHECK NUMBERS	80774-80778	\$ 6,937.75
ACH TRANSFER		\$ 524,559.93

DATE APRIL 9, 2021

PURPOSE: PPE 04/03/2021 AMOUNT: \$531,497.68

“I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered, or the labor performed as described herein and that the claims are just, due and unpaid obligations against Ben Franklin Transit, and that I am authorized to authenticate and certify said claims.”



AUDITOR

4/9/2021

DATE

CHECK REGISTER CERTIFICATION

PAYROLL

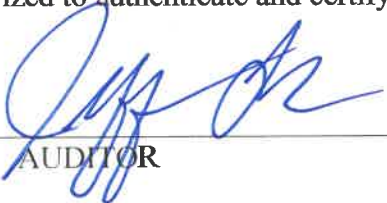
CHECK REGISTER NUMBER 508-21

CHECK NUMBERS	80779-80784	\$ 6,768.53
ACH TRANSFER		\$ 538,743.11

DATE APRIL 23, 2021

PURPOSE: PPE 04/17/2021 AMOUNT: \$545,511.64

“I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered, or the labor performed as described herein and that the claims are just, due and unpaid obligations against Ben Franklin Transit, and that I am authorized to authenticate and certify said claims.”



AUDITOR

4/27/2021

DATE

Memorandum

Date: May 13, 2021

To: Gloria Boyce, General Manager

From: Ayodeji Arojo, Director, Transit of Operations

RE: Resolution 25-2021 Recommending SunWest Sportswear for the Award of the Driver Uniform & Corporate Wear Contract

Background

Ben Franklin Transit's (BFT) current agreement with SunWest Sportswear for Driver Uniforms & Corporate Wear is due to end on June 06, 2021. The Board of Directors approved the release of proposals for Driver Uniforms & Corporate Wear on January 14, 2021. The Driver Uniforms & Corporate Wear Contract provides BFT employees uniforms such as shirts, pants, hats, coats, etc.

BFT staff solicited proposals for Driver Uniforms & Corporate Wear by advertising in the Tri-City Herald, BFT's website and Project Plan Centers. BFT staff sent out twenty (20) requests for proposal packages to contractors.

BFT received one proposal that was submitted by SunWest Sportswear and meets the conditions and requirements set within the advertised contract. BFT determined SunWest Sportswear to be responsive and responsible.

The estimated cost per year for driver uniforms and corporate wear is \$61,500, or over the five-year term is \$307,500.

Funding

Budgeted: Yes

Budget & Funding Source: Annual Operating

Recommendation

Staffs' recommendation is to award the Driver Uniforms & Corporate Wear Contract to SunWest Sportswear.

Approved as presented:

Gloria Boyce, General Manager

BEN FRANKLIN TRANSIT

RESOLUTION 25-2021

A RESOLUTION AUTHORIZING THE GENERAL MANAGER TO ENTER INTO A CONTRACT FOR THE SUPPLY AND DELIVERY OF DRIVER UNIFORMS & CORPORATE WEAR WITH SUNWEST SPORTSWEAR

WHEREAS, BFT's current Contract with SunWest Sportswear for Driver Uniforms & Corporate Wear ends June 06, 2021; and

WHEREAS, BFT staff advertised and requested proposals for Driver Uniforms & Corporate Wear; and

WHEREAS, one proposal received from SunWest Sportswear was determined to be responsive and responsible; and

WHEREAS, funding for Driver Uniforms & Corporate Wear will be provided from the Annual Operating Budget.

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

The General Manager is authorized to enter into Contract #1285 for Driver Uniforms & Corporate Wear with SunWest Sportswear for two years, with the option to extend up to three additional years.

APPROVED AT A REGULAR TRANSIT BOARD OF DIRECTORS MEETING held Thursday, May 13, 2021, at 1000 Columbia Park Trail, Richland, Washington.

ATTEST:

Carina Cassel, Interim Clerk of the Board

Richard Bloom, Chairman

APPROVED AS TO FORM BY:

Jeremy Bishop, Legal Counsel

Sole Source Procurement Justification
Archbright – Consulting Services
Date: 05/13/2021
Non-Emergency

This is to justify the use of sole source procurement between Archbright and Ben Franklin Transit.

Agency Contact Information

Ben Franklin Transit
1000 Columbia Park Trail
Richland, WA 99352
Rob Orvis
Procurement Manager (509) 734-5125

Consulting/Manufacturer Contact Info.

Archbright
5601 6th Ave S., Suite 400
Seattle, WA 98108
Phone: 206.329.1120

Sole Source Procurement Description

Archbright provides a multitude of services to its clients, many of which focus heavily on elevating workplace performance, achieving compliance with local, state, and federal employment laws, and building higher employee engagement and morale. Archbright is the go-to resource for employers in Washington, Idaho, and Oregon; currently serving nearly 2,000 members with HR Advice, Legal Counsel, and more.

Sole Source Justifications

Since June of 2018, Archbright has provided BFT with HR consulting services and has been pivotal in the execution of the Gallup Q12 workplace engagement survey and conducting the initial Gallup Q12 communication and feedback sessions. BFT intends to continue with this survey initiative in 2021 and 2022, with the final results and action plans delivered in 2023.

In an effort to leverage Archbright's working knowledge of this Agency initiative, ensure continued momentum of project execution and to preserve the continuity of work product and established internal relationships, BFT is looking to continue partnering with Archbright for their consulting services to ensure the successful completion of the Gallup Q12 surveys and action plans through 2023.

Vendor's Unique Qualifications

As noted in the prior section, Archbright is the go-to resource for employers in Washington, Idaho, and Oregon; currently serving nearly 2,000 members with HR Advice, Legal Counsel, and more. Due to the working knowledge and thought capital invested in BFT's existing initiatives, and Archbright's past experience at BFT with the Gallup Q12 survey, Archbright is the logical choice for continuity of business processes and integrity of program delivery.

Special Conditions – NA

Cost and Price Analysis Methodology

BFT utilized Price Analysis to determine that Archbright’s rate per hour is fair and reasonable. Listed below is Archbright’s hourly rates along with comparable rates:

- Archbright rate per hour with Gold membership \$94.50
- ProMatcher HR Consultants average rate per hour \$145.10 (average \$98.80-\$191.40)
- All Thing HR Consultants average rate per hour \$175 (average \$140-\$210)

Sole Source Certification

The undersigned BFT staff hereby certifies that this sole source justification above is complete and correct to the best of their knowledge. They understand that using this sole source justification will preclude the open competitive procurement.

Wendi Warner, Director of Human Resources & Labor Relations

Date

Rob Orvis, Procurement Manager

Date

Gloria Boyce, General Manager

Date

Memorandum

Date: May 13, 2021

To: Gloria Boyce, General Manager

From: Wendi Warner, Director Human Resources & Labor Relations

RE: **Resolution 26-2021 Authorizing the General Manager to enter into a new sole source agreement with Archbright for consulting services in support of BFT's continued Gallup Q12 engagement survey initiative**

Background

Since June of 2018, Archbright, a Human Resources consulting firm specializing in services to employers in the Pacific Northwest, has provided BFT with HR consulting services and has been pivotal in the execution of the implementation and reporting of the Gallup Q12 workplace engagement survey. Archbright has conducted the initial 2021 Gallup Q12 communication and feedback sessions on the 2020 survey and is in the process of facilitating the development of action plans.

BFT plans to continue to execute the Gallup Q12 engagement survey in 2021 and 2022, which will require the continued support of Archbright's HR consulting services through the end of the first quarter of 2023. Leveraging Archbright's working knowledge of the Agency and the Q12 initiative, which is planned and in progress, BFT can ensure continued momentum with this culture initiative, preserve the continuity of work product, and maintain the established internal relationships.

The projected schedule for completion of Archbright's service engagement is identified by task and status in the table below:

Q12 Consulting Tasks	# of hours expected	% of completion	Project Remaining	Projected Completion Date
BFT Gallup Q12 Survey Coordination: Execution of survey; communication and delivery of survey results; partner with leadership to conduct action planning sessions; support execution of plan objectives and create follow-up reporting	2,800	20%	80%	Ongoing through end of Q1 2023
Total hours	2,800	336	2,464	
Per hourly rate =	\$94.50	\$94.50	\$94.50	
	\$264,600	\$31,752	\$232,848	

BFT would like to continue Archbright's services and see the agency's fifth annual Q12 engagement survey through to completion in Q1 of 2023.

Staff is requesting to enter a new sole source agreement with Archbright for a total agreement limit of \$264,600 for the 27-month term from January 1, 2021 through March 31, 2023 to ensure sufficient coordination and support to effectively accomplish the Gallup Q12 engagement survey objectives assigned to Archbright.

Funding

Budgeted: Yes

Budget Source: Operating

Funding Source: Local

Recommendation

Approve Resolution 26-2021 authorizing the General Manager to enter a new sole source agreement with Archbright for consulting services in support of the Gallup Q12 survey initiatives.

Forward as presented:

Gloria Boyce, General Manager

BEN FRANKLIN TRANSIT

RESOLUTION 26-2021

A RESOLUTION AUTHORIZING THE GENERAL MANAGER TO ENTER A NEW AGREEMENT WITH ARCHBRIGHT FOR CONSULTING SERVICES IN SUPPORT OF THE AGENCY'S GALLUP Q12 ENGAGEMENT SURVEY INITIATIVE

WHEREAS, Archbright HR Consulting Service has supported BFT's Gallup Q12 initiatives since June of 2018; and

WHEREAS, BFT has determined a need to continue the Gallup Q12 Engagement surveys through 2021 and 2022, with the implementation and establishment of action plans in Q1 of 2023; and

WHEREAS, BFT's current agreement with Archbright does not extend to cover the timeframe established for the completion of this initiative; and

WHEREAS, Archbright's services are crucial for ensuring continued momentum with the established internal relationships in support of the ongoing success of BFT's Gallup Q12 Engagement initiatives;

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

The General Manager shall be authorized to enter into a new sole source agreement with Archbright Human Resources for consulting services as described herein with a limit of \$264,600.

APPROVED AT A REGULAR TRANSIT BOARD OF DIRECTORS MEETING held Thursday, May 13, 2021, at 1000 Columbia Park Trail, Richland, Washington.

ATTEST:

Carina Cassel, Interim Clerk of the Board

Richard Bloom, Chairman

APPROVED AS TO FORM BY:

Jeremy J. Bishop, Legal Counsel

Memorandum

Date: May 13, 2021

To: Gloria Boyce, General Manager

From: Jeff Lubeck, Director of Administrative Services; Julie Thompson, Sr. Budget & Grants Analyst

RE: Adoption of Resolution 27-2021 to Approve Projects and Update BFT's Capital Improvement Plan

Background

The development of a six-year Capital Improvement Plan (CIP) prioritizes resources in efforts to maintain existing assets in good repair and allow for continued enhancements to the transit system. The CIP is summarized in the Program of Projects (POP) as found inside the Transit Development Plan (TDP) and finally, the annual budget process funds the approved projects as part of the budget.

The CIP is developed within BFT's Transit Asset Management (TAM) Plan, the State of Good Repair Policy and Fleet Replacement Schedules.

New Project Proposals

FAC0030 – W. Pasco Transit Hub and Fleet Maintenance Base. BFT currently has over 500 vehicles in its fleet, and the MOA campus does not have adequate storage capacity for the entire existing fleet (Vanpool vans and on-demand service vehicles are often stored in employee parking lots and at park-and-ride facilities due to capacity constraints). This project will relieve capacity pressures at BFT's existing Maintenance, Operations, and Administration (MOA) campus by adding a secondary small fleet maintenance facility. The future Fleet Maintenance Base is planned to be located adjacent to the previously approved West Pasco Transit Hub (Project FAC0022).

FAC0031 – Transit Centers – 22nd Street Renovation. The 22nd Street Transit Center in Pasco is in need of substantial renovation. Improvements at the current facility have reached the end of their life, and the existing facility was designed for long-term expansion onto a BFT-owned parcel adjacent to the existing transit center. At times, overflow parking utilizes the unimproved and unpaved site next to the transit facility. This project will demolish the existing bus platform, bus lanes, parking areas, and operator building and construct a new bus platform, bus lanes, and expanded parking area. A secure bike station, retail kiosk, and operator facilities will be integrated into a new building on the site.

The attached CIP list of projects (Exhibit A) has been updated to include Project FAC0030 and FAC0031. The Project Forms for each new project (Exhibit B) and the project overview summaries (Exhibit C) are included as part of the resolution. Once approved, these projects are programmed into planning documents and will be funded in future capital budgets. The amounts listed for each

project are estimates and will be fine-tuned through further project development and the annual Capital budget process.

The table below summarizes the project additions:

Summary Table of Project Additions

		Project Value			Budget Changes		
		From	By	To	From	By	To
Additions/Increases							
FAC0030	Transit Hub & Fleet Maintenance Base	\$0	\$6,000,000	\$6,000,000	\$0	\$0	\$0
FAC0031	22nd Street (Pasco) Renovation	0	2,500,000	2,500,000	0	0	0
		\$0	\$8,500,000	\$8,500,000	\$0	\$0	\$0

Funding

Budgeted: Pending
 Budget Source: Capital
 Funding Source: tbd

Recommendation

Staff recommends approval of Resolution 27-2021 Updating BFT’s Capital Improvement Plan to increase the Project Value by \$8,500,000 with no change to the current approved Capital Budget.

Forward as presented:

Gloria Boyce, General Manager

BEN FRANKLIN TRANSIT

RESOLUTION 27-2021

A RESOLUTION UPDATING BFT'S CAPITAL IMPROVEMENT PLAN

WHEREAS, Resolution 27-2021 approves updates to BFT's current Capital Improvement Plan (CIP) to plan for current and future capital needs; and

WHEREAS, in May 2021, BFT submitted these projects to the US House and US Senate for potential Federal grant funding through their new earmark programs; and

WHEREAS, the Executive Management Team and General Manager have determined that Projects FAC0030 and FAC0031 to be important to the future of BFT and have approved the attached CIP list of projects (Exhibit A) as detailed on the attached Project Forms (Exhibit B); and

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

1. That Projects FAC0030 and FAC0031 as included in the CIP (Exhibit A) and on the detailed Project Forms (Exhibit B) are approved.
2. The Board of Directors approve the increase in the current CIP Project Values by \$8,500,000.

APPROVED AT A REGULAR BEN FRANKLIN TRANSIT BOARD OF DIRECTORS meeting held Thursday, May 13, 2021, 1000 Columbia Park Trail, Richland, Washington.

ATTEST:

Carina Cassel, Interim Clerk of the Board

Richard Bloom, Chairman

APPROVED AS TO FORM BY:

Jeremy Bishop, Legal Counsel



THE NEXT PLAN

Serve our CUSTOMERS

Provide the right kind of service, in the right place, at the right time.



Contribute to our QUALITY OF LIFE

Provide mobility to everyone who needs transit, and to anyone who wants to use it.



Serve our COMMUNITY effectively

Be wise stewards of taxpayer resources.



ADAPT to a changing future

*Be flexible.
Expect change.
Remain relevant.*



IMPLEMENT the plan

Get to work, and get the work done.

BEN FRANKLIN TRANSIT

Rev. April 14, 2021



WEST PASCO TRANSIT HUB AND FLEET MAINTENANCE BASE TRANSPORTATION & INFRASTRUCTURE FUNDING PROGRAM



THE NEXT PLAN

Taking TRANSIT from 2020 into an uncertain future, while doing our best to serve the next generation

WHAT IS THE NEXT PLAN?

The Next Plan is a long-range transit service plan, a document that guides how Ben Franklin Transit (BFT) will adapt to change. This plan identifies how we will serve regional growth, incorporate new technology to provide better service, evolve with changing community needs, and adapt to the big economic and environmental changes that confront society. The Next Plan also serves as a document that allows BFT to work with regional partners to plan for the needs of transit operations and transit users, in terms of land use and transportation infrastructure design.

BETTER SERVICES FOR A GROWING REGION

The Tri-Cities and surrounding communities among the fastest growing areas in Washington State. The Benton Franklin Council of Governments (BFCG) forecasts regional population to reach 369,700 by 2040, a 50% increase in population over the 2017 base year. As population grows, so will the demand and need for transit. The “Build Scenario” of BFCG’s Transition 2040 plan projects fixed-route ridership to grow by 40%, with a similar growth in ridership on other modes, including as Dial-A-Ride and Vanpool.

BFCG GROWTH FORECAST

	Population	Increase from Base Year	Bus Ridership	Increase from Base Year
Base Year (2017)	246,054		7,886	
2025	292,052	19%	9,801	24%
2035	337,174	37%	10,576	34%
2040	369,700	50%	10,984	39%

To meet the challenges presented by rapid regional growth, BFT has identified several service and infrastructure initiatives already in progress or planned for implementation by 2030. These include:

- Expanded Evening Service (2019)
- CONNECT On-Demand Services (2020)
- Frequent Corridor Service (2021)
- New Sunday Services (2021)
- New Transit Hubs (Pasco and Richland, 2022-2024)
- New Transit Hubs (Kennewick, Prosser, and Benton City (2025-2029)
- Expanded Maintenance, Operations, and Administrative Facilities

The West Pasco Transit Hub and Fleet Maintenance Facility envisions a consolidated transit facility of at least eight (8) acres in West Pasco that will include a transit center and park-and-ride lot (already funded with 20% BFT and 80% WSDOT funding) and a small vehicle base to support light maintenance and vehicle storage for BFT’s large vanpool fleet and growing CONNECT on-demand service. BFT’s growth will be commensurate with ridership growth, assuming BFCG’s “Build Scenario” and increased transit utilization.

TOTAL BFT EMPLOYMENT

DEPARTMENT	2020	2030	2040
Fixed-Route Operations	153	214	287
Dial-A-Ride Operations	118	124	130
CONNECT On-Demand	0	36	45
Vanpool	4	6	6
Maintenance/Facilities	38	50	66
Administration	59	84	95
TOTAL	367	508	623



THE NEXT PLAN

Taking TRANSIT from 2020 into an uncertain future, while doing our best to serve the next generation

BEATING THE RIDERSHIP FORECAST

From 2017 to 2020, BFT made significant enhancements to its transit service network, including the major overhaul of route design implemented as part of the 2017 Comprehensive Service Plan. That plan initiated frequent service along portions of routes 120, 126, 150, and 160. In early 2019, BFT extended service systemwide to 10:00 p.m. nightly, expanding service by two hours on weekdays and three hours on Saturdays. In the months before the pandemic began, BFT's weekday ridership had exceeded 8,000 boardings ahead of BFCC's forecast.

BFT expanded the frequent service concept with the January 2020 implementation of routes 225 and 268 (future route 2), but the coronavirus pandemic required BFT to withdraw the route just a few months later. Although the pandemic required a reduction in fixed-route service, BFT was able to maintain service coverage by introducing its new CONNECT app-based first-mile/last-mile on-demand service. By March 2021, full service was restored to the BFT system, setting the stage for frequent routes 1 and 3 to serve the major destinations in Richland, Pasco, and Kennewick beginning in June 2021. BFT will initiate Sunday service in September 2021. BFT's new CONNECT service will be the primary means of accessing the core fixed-route network on Sundays and has supported BFT's restoration of service and ridership.

BFT has also leveraged CONNECT's unique capabilities to provide tailored services specific to pandemic needs, from senior hour grocery store access to expanded vaccination site access. The long-term benefit of CONNECT is in its ability to improve transit access in areas of low density, poor street connectivity, and substandard infrastructure. The hallmarks of automobile-oriented transportation design and funding that have dominated American cities since the mid-twentieth century. Transit works best in higher density, walkable cities.

BFT CONNECT



TRANSPORTATION CHALLENGES

Among the major challenges in our region is the lack of accessible and complete streets. BFT operates on streets maintained primarily by cities and to a lesser extent on state highways and county roads. Likewise, BFT passengers rely on sidewalks built and maintained by cities and counties to access the transit system. Cities are building intersection curb ramps as part of their ADA Transition Plans, and BFT's focus on bus stops with accessible sidewalks to intersections is a key part of improving pedestrian accessibility.



THE NEXT PLAN

Taking TRANSIT from 2020 into an uncertain future, while doing our best to serve the next generation

Only 13% of BFT's 1,000 bus stops meet ADA standards for accessible bus stops, and many do not connect to accessible infrastructure. At current funding levels, accessibility gaps will remain for the foreseeable future, but BFT is doing its part to meet the transit accessibility challenge.

BFT is investing in making its highest ridership bus stops accessible to persons of all abilities. Those improvements include shelters, seating and lean rails, and garbage cans where ridership meets minimum thresholds for those investments. BFT's enhanced bus stops also ensure that stops are ADA compliant and include accessible connections.

A major challenge BFT faces in making bus stops accessible is the lack of public right-of-way. City design standards have allocated a minimum amount of space for sidewalks, and they are often too narrow to meet ADA standards for bus ramp deployment at bus stops. Nearly 50% of existing BFT bus stops lack sufficient right-of-way to build ADA-compliant bus stops. That requires BFT to negotiate joint use agreements with generous and willing landowners for the construction of bus stops on their property.

BUILDING ACCESSIBLE BUS STOPS AT TRANSIT DESTINATIONS

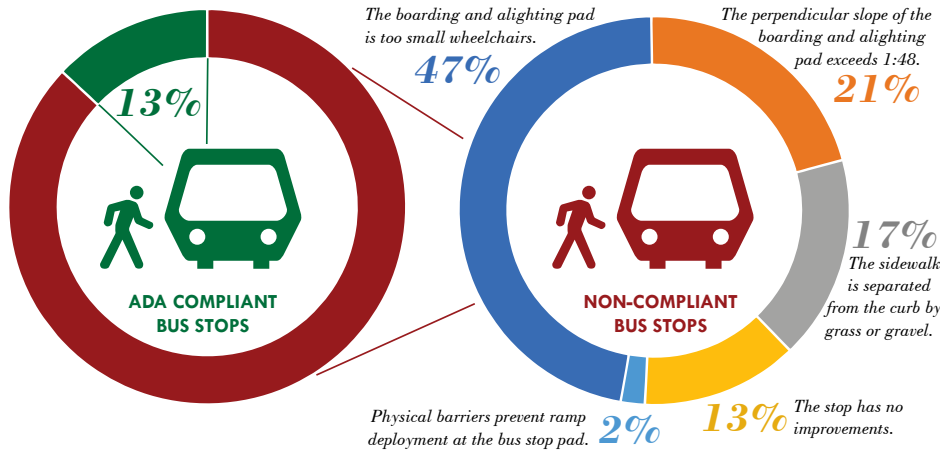


Unfortunately, not all landowners agree to allow construction of ADA-accessible bus stops on their land.

The initial focus for bus stop accessibility is along BFT's planned frequent corridors. BFT is actively working with local governments and adjacent landowners to build accessible bus stops as part of its Long Range Frequent Service Corridor Engineering program, a multi-year effort to improve bus stop amenities and provide accessible routes to bus stops that link BFT's major transit hubs.

BFT recognizes that the Tri-Cities will continue to grow outward, but BFT's frequent service corridors offer a level of service that supports redeveloping older areas with access to quality transit into walkable, mixed-use urban development that is more transit-supportive than existing land uses. The major focus should include affordable housing and equitable mobility.

ACCESSIBLE STOPS





THE NEXT PLAN

Taking TRANSIT from 2020 into an uncertain future, while doing our best to serve the next generation

NETWORK AND HUB STRATEGY

BFT is focused on building a transit network that connects strategically-located hubs on the frequent network. Transit hubs focus on both destination service and multimodal access with well-located, well-designed facilities that serve as connection points for walking, cycling, on-demand service, and, where appropriate, commuter parking. BFT's West Pasco Hub (#7 on the map) is planned to include local route transfers to route 2 Frequent Service and commuter parking, along with an adjacent fleet maintenance and operating facility.

OUR GOALS

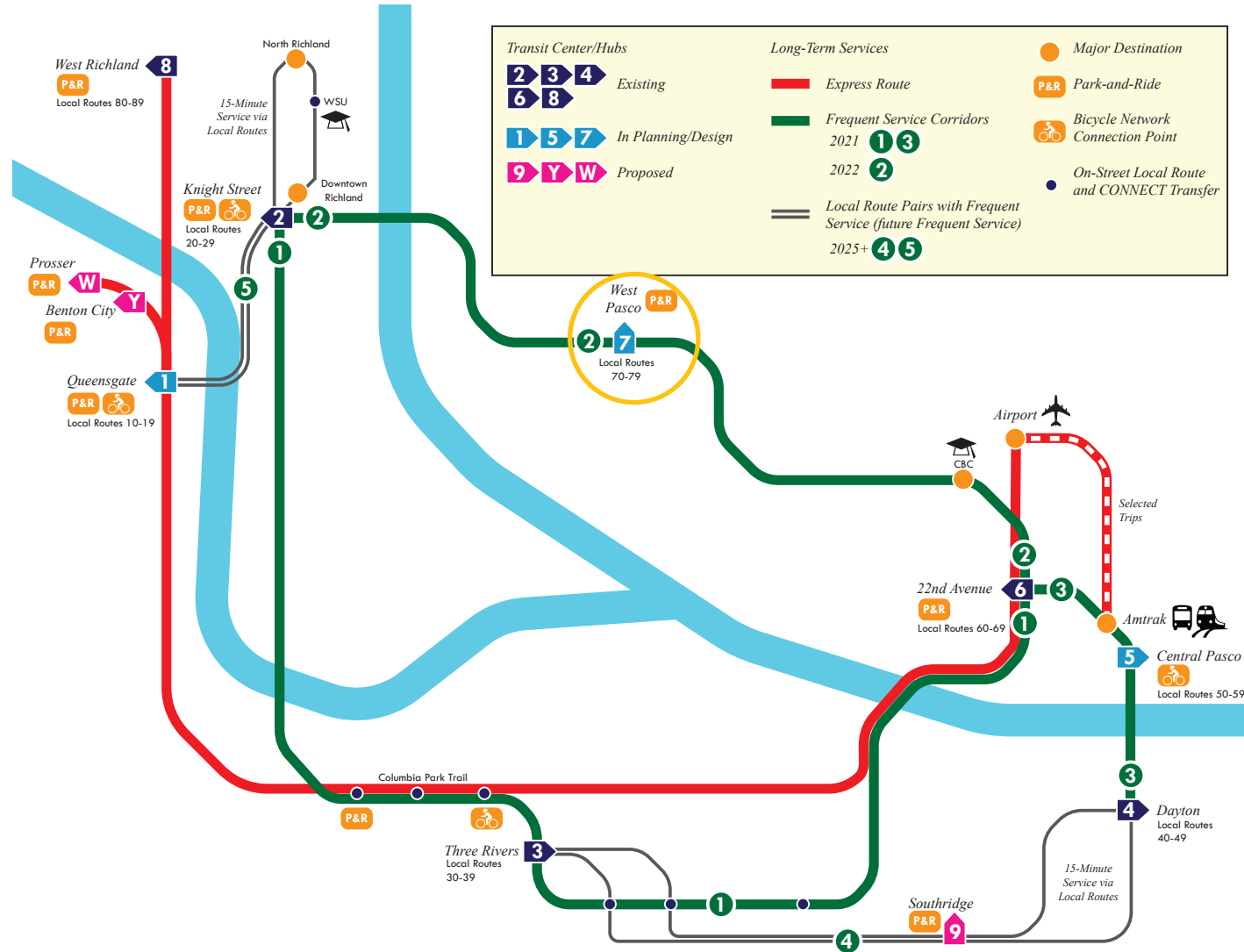
Five foundational principles serve as the structure of The Next Plan document:

- Serve our Customers
- Contribute to our Quality of Life
- Serve our Community
- Adapt to a Changing Future
- Implement the Plan

THE NETWORK

Our long-range network is built on the concept of reducing travel times through better access, more frequent service, and faster service.

- Better Access
 - On-demand connections, everywhere
- Frequent Service Corridors
 - Every 15 minutes or better, all day
- Faster Service
 - Express service in our longest corridor
- Better Amenities
 - Comfortable places to wait and transfer
- Better Connections and Destinations
 - Transit hubs in mixed-use communities with high quality urban design that makes it easy to walk and roll at any age and any ability.





THE NEXT PLAN

Taking TRANSIT from 2020 into an uncertain future, while doing our best to serve the next generation

A NEW APPROACH FOR TRANSIT HUBS

The Transit Hub component of the West Pasco facility will include include:

- **Smaller in Scale.** This provides more opportunities to land closer to major destinations and maintain the transit hub at a walkable scale. The West Pasco Transit Hub will incorporate design features of a small-scale transit hub in a commercially-oriented area while also providing approximately 300 commuter parking spaces. BFT envisions a small parking lot near the transit platform for bus users and vanpool commuter lots further from the transit platform to transit-accessible land uses near the transit facility.
- **A New Operating Approach.** BFT will separate drop off, pick up, and layover functions into different locations in the transit hub to maintain bus and passenger capacity at a much smaller transit facility. The West Pasco Transit Hub will accommodate through service on frequent route 2 and serve as a local route terminal.
- **Provision of Parking Alternatives.** Since CONNECT shared ride, on-demand zones are designed to serve transit hubs from a larger residential area, both transit and vanpool commuters have an added means of access beyond driving and parking.
- **Improved Multimodal Connections.** BFT is increasingly focused on building transit hubs that connect to the region's multimodal trail network. If BFT can secure an appropriate location near, or with safe access to, the I-182 trail, the West Pasco Transit Hub will incorporate safe and secure bicycle parking.
- **Creating Destinations.** As with its Queensgate Transit Hub in Richland, BFT will emphasize pedestrian access to future adjacent development. Opportunities to locate the West Pasco Transit Hub, and to shape future development around transit, will be leveraged to the maximum possible extent in either the Road 100 or Road 68 areas north of I-182.

BFT TRANSIT HUB CONCEPT



NEED

The West Pasco Transit Hub and Fleet Maintenance Facility is a combined campus of two major transit facilities. The Transit Hub component includes:

- **Project Components**
 - Bus Platform, Shelters, Seating, Lean Rails, and Garbage Cans
 - Parking for Cars, Bicycles, and Scooters and Shared Mobility Services
 - Electric Bus and Car Charging
- **Project Cost**
 - \$4,641,162 (\$3.7m in WSDOT Regional Mobility Grant Funds and \$0.9m in local BFT funds)
- **Implementation Year**
 - 2022 (land acquisition); 2024 (operation)
- **Project Status**
 - Site Location and Concept Planning in Progress; WSDOT funding confirmed, project included in Regional and State Transportation Plans



THE NEXT PLAN

Taking TRANSIT from 2020 into an uncertain future, while doing our best to serve the next generation

AN EXPANDED FLEET MAINTENANCE FACILITY

BFT already has over 500 vehicles in its fleet - over half serve the Vanpool program - a number that is expected to grow 600 vehicles, nearly all of that in Fixed-Route, Dial-A-Ride, and CONNECT fleets. Infrastructure to store and maintain this fleet will also need to expand to accommodate fleet growth and electrification.

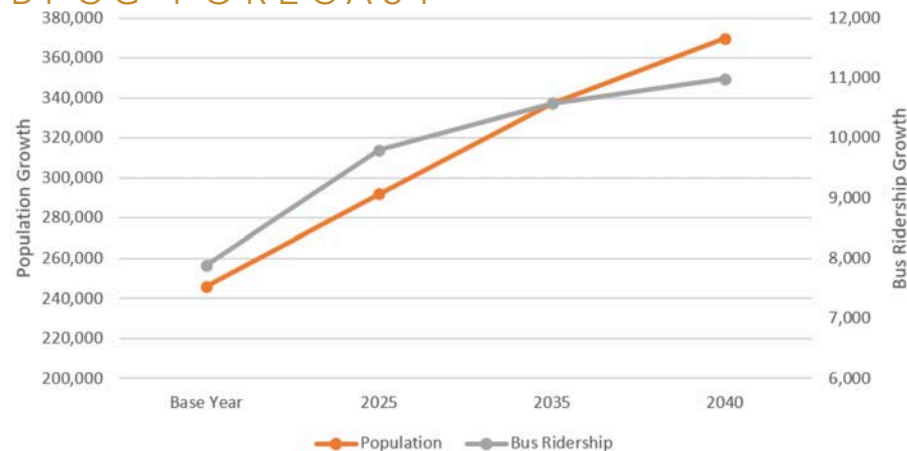
During the coronavirus pandemic, many BFT vans were returned to BFT. Even though vanpool use began to recover, there was a significant shakeup in the program - some vanpools returned, many did not, and other users returned to form new and different commuter groups. For lack of space at BFT's Maintenance, Operations, and Administration (MOA) facility, BFT began storing vans at its park-and-ride facilities.

As the regional population grows, and as BFT responds with new services, the bus and van fleets will also grow. Although BFT anticipates a long-term decline in Vanpool ridership as the Hanford site moves from construction to operation, rapid growth at other energy-related sectors is forecast to grow. Professionals entering the growing energy market expect efficient and eco-friendly commute options. The challenge for vanpool to evolve with the changing employment market and technology environment.

The mode BFT expects to have the greatest growth is in its new app-based CONNECT on-demand service. CONNECT is a prime example of how technology can offer a more convenient and cost-effective service that attracts riders. BFT initiated CONNECT service at the start of the pandemic (April 2020) to maintain coverage as several fixed-routes were temporarily terminated. CONNECT carried just 14 riders with limited hours and coverage but is now exceeding 2,000 riders a month in full service. Ridership on the service continues to grow every month.

BFT's existing operating base was not designed to accommodate the scale

BFCG FORECAST



of the existing vanpool program, and it did not consider new modes, like CONNECT. Space constraints have also required BFT to base its CONNECT vehicles at a non-secure leased employee parking lot, while many of the vans that ceased operation during the pandemic are being temporarily stored at BFT park-and-ride lots.

NEED

The West Pasco Transit Hub and Fleet Maintenance Facility is a combined campus of two major transit facilities. The facility base will include:

- Project Components
 - Light Maintenance and Vehicle Storage for Vanpool and CONNECT
 - Facility Expandable to Incorporate Dial-A-Ride in the Future
- Project Funding Request
 - \$6,000,000 (\$4.8m in FTA funds and \$1.2m in secured local match)
- Implementation Year
 - 2022 (land acquisition); Operation by 2027
- Project Status
 - Site Location in Progress (Combined Effort with Transit Hub)



April 15, 2021

The Honorable Dan Newhouse
United States House of Representatives
504 Cannon House Office Building
Washington, DC 20515

Dear Representative Newhouse:

The City of Pasco supports Ben Franklin Transit's application for Member Designated Project funding to establish its West Pasco Transit Hub and Fleet Maintenance Base (W. Pasco Base). This facility will serve as an intermodal connector between bustling areas of the Tri-Cities and provides for small vehicle maintenance capability.

The multimodal W. Pasco Hub will significantly improve transportation access in one of the fastest growing communities in our state while providing interconnectivity necessary for our rapidly urbanizing area to meet and keep up with the community's evolving mobility demands. This project also relieves capacity pressures at BFT's existing Maintenance, Operations, and Administration (MOA) campus by adding a secondary small fleet maintenance facility.

Funding to establish the proposed W. Pasco Base will offer pivotal benefits throughout the Tri-Cities community, including:

- Centralized, access-friendly location to interconnect multiple transportation modes, including space for bus transfers, bicyclists (bike-to-bus), on-demand services, public taxi services, electric vehicle charging, as well as parking for carpool, vanpool, and park-and-ride commuters.
- Peak period congestion relief between major residential, commercial, and employment centers throughout the BFT bi-county service network, and closer connection to regional transit services that cover outlying communities including Benton City, Prosser, the Yakima Valley, and Walla Walla County.
- Enabling extended reach and increased frequency of transit service within and between the multiple jurisdictions in BFT's public transit benefit area (PTBA), further breaking down barriers between jurisdictions and including access to multiple route connections within walking distance of heavy residential and commercial development.
- Improved transportation connectivity between communities with high percentages of minority and/or low-income persons and important healthcare services, employment, secondary and higher education, and social opportunities.
- Providing for "next generation" small vehicle infrastructure to store and maintain the Dial-A-Ride paratransit fleet, part or all of the vanpool fleet, and the CONNECT on-demand transit vehicle fleet growth and electrification.
- Expandability to include offices for fleet operations, dispatch, ADA eligibility certification, and other functions that support BFT programs and its customers.

For more than 39 years, BFT has been an excellent provider of public transportation services in our community. The City of Pasco enthusiastically supports projects like this one which bolster mobility and improve access to the goods, services, and life-enhancing activities in our region.

Sincerely,

A handwritten signature in cursive script that reads "Saul Martinez". The signature is written in black ink and is positioned to the right of the word "Sincerely,".

Saul Martinez, Mayor
City of Pasco



BENTON-FRANKLIN COUNCIL OF GOVERNMENTS

587 Stevens Dr. • Richland, WA 99352
bfcog.us

Ph: (509)543-9185

Fax: (509)943-6756

April 14, 2021

The Honorable Dan Newhouse
United States House of Representatives
504 Cannon House Office Building
Washington, DC 20515

RE: Ben Franklin Transit – West Pasco Transit Hub and Fleet Maintenance Base

Dear Representative Newhouse:

The Benton-Franklin Council of Governments (BFCG) supports Ben Franklin Transit's application for Member Designated Project funding to establish the West Pasco Transit Hub and Fleet Maintenance Base (W. Pasco Base). This facility will serve as an intermodal connector between bustling areas of the Tri-Cities and provides for small vehicle maintenance capability.

The multimodal W. Pasco Hub will significantly improve transportation access in one of the fastest growing communities in our state while providing interconnectivity necessary for our rapidly urbanizing area to meet and keep up with the community's evolving mobility demands. This project also relieves capacity pressures at BFT's existing Maintenance, Operations, and Administration (MOA) campus by adding a secondary small fleet maintenance facility. Funding to establish the proposed W. Pasco Base will offer pivotal benefits throughout the Tri-Cities community, including:

- Centralized, access-friendly location to interconnect multiple transportation modes, including space for bus transfers, bicyclists (bike-to-bus), on-demand services, public taxi services, electric vehicle charging, as well as parking for carpool, vanpool, and park-and-ride commuters.
- Peak period congestion relief between major residential, commercial, and employment centers throughout the BFT bi-county service network, and closer connection to regional transit services that cover outlying communities including Benton City, Prosser, the Yakima Valley, and Walla Walla County.
- Enabling extended reach and increased frequency of transit service within and between the multiple jurisdictions in BFT's public transit benefit area (PTBA), further breaking down barriers between jurisdictions and including access to multiple route connections within walking distance of heavy residential and commercial development.



BENTON-FRANKLIN COUNCIL OF GOVERNMENTS

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- Improved transportation connectivity between communities with high percentages of minority and/or low-income persons and important healthcare services, employment, secondary and higher education, and social opportunities.
- Providing for “next generation” small vehicle infrastructure to store and maintain the Dial-A-Ride paratransit fleet, part, or all of the vanpool fleet, and the CONNECT on-demand transit vehicle fleet growth and electrification.
- Expandability to include offices for fleet operations, dispatch, ADA eligibility certification, and other functions that support BFT programs and its customers.

For more than 39 years, BFT has been an excellent provider of public transportation services in our community. BFCG enthusiastically supports this project that will bolster mobility and improve access to the goods, services, life-enhancing activities, and commercial centers in our region.

Sincerely,

Michelle Holt
Executive Director

April 12, 2021

The Honorable Dan Newhouse
United States House of Representatives
504 Cannon House Office Building
Washington, DC 20515

Dear Representative Newhouse:

TRIDEC supports Ben Franklin Transit's application to establish its West Pasco Transit Hub and Fleet Maintenance Base (W. Pasco Base) from the Member Designated Project Program. This facility will serve as an intermodal connector between exploding areas of the Tri-Cities and provides provisions for small vehicle maintenance capability.

The multimodal W. Pasco Hub will significantly improve transportation access in one of the fastest growing communities in our state while providing interconnectivity necessary to meet and keep up with our evolving mobility demands. This project also relieves capacity pressures at BFT's existing Maintenance, Operations, and Administration (MOA) campus by adding a secondary small fleet maintenance facility.

Funding to establish the proposed W. Pasco Base will offer pivotal benefits throughout the Tri-Cities community, including:

- Centralized, access-friendly location to interconnect multiple transportation modes, including space for bus transfers, bicyclists (bike-to-bus), on-demand services, public taxi services, electric vehicle charging, as well as parking for carpool, vanpool, and park-and-ride commuters.
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- Providing for “next generation” small vehicle infrastructure to store and maintain the Dial-A-Ride paratransit fleet, part or all of the vanpool fleet, and the CONNECT on-demand transit vehicle fleet growth and electrification.
- Expandability to include offices for fleet operations, dispatch, ADA eligibility certification, and other functions that support BFT programs and its customers.

For more than 39 years, BFT has been an excellent provider of public transportation services in our community. TRIDEC enthusiastically supports projects like this one which bolster mobility and improve access to the goods, services, and life-enhancing activities in our region.

Sincerely,

A handwritten signature in black ink, appearing to read 'Karl Dye', written in a cursive style.

Karl Dye
President & CEO

2022 - 2027 CAPITAL IMPROVEMENT PROGRAM

<p>PROJECT TITLE: West Pasco - Fleet Maintenance Base</p> <p>DESCRIPTION: Ben Franklin Transit's (BFT's) is proposing the design and construction of a Small Vehicle Operating Base. This project will relieve capacity pressures at BFT's existing Maintenance, Operations, and Administration (MOA) campus by adding a secondary small fleet maintenance facility. This project is programmed for 2029. The future West Pasco Small Vehicle Operating Base will potentially be located adjacent to the planned West Pasco Transit Hub.</p> <p>JUSTIFICATION: BFT currently has over 500 vehicles in its fleet, and the MOA campus does not have adequate storage capacity for the entire existing fleet (Vanpool vans and on-demand service vehicles are often stored in employee parking lots and at park-and-ride facilities due to capacity constraints).</p> <p>OPERATING IMPACT: BFT has addressed short-term space shortages by utilizing park-and-ride lots for temporary vanpool storage and leased space for other vehicles and equipment. This facility will provide a more cost-effective owned facility for fleet operations.</p>	<p>FAC0030</p>	<p>TYPE OF PROJECT</p> <p><input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Land Acq. <input type="checkbox"/> Replacement <input type="checkbox"/> Renovation <input type="checkbox"/> ROW Acq.</p> <p>CATEGORY (please refer to Project Categories)</p> <p><input type="checkbox"/> FLT <input type="checkbox"/> TEC <input type="checkbox"/> OTH <input checked="" type="checkbox"/> FAC <input type="checkbox"/> TSS <input type="checkbox"/> EQP <input type="checkbox"/> PLN</p> <p>UNDER CONTRACT <input type="checkbox"/> YES <input type="checkbox"/> NO Contract No:</p> <p>PRELIMINARY SCHEDULE DATA:</p> <table style="width:100%; border: none;"> <tr> <td></td> <td style="text-align: center;">START</td> <td style="text-align: center;">COMPL</td> </tr> <tr> <td>Land:</td> <td style="text-align: center;">1/1/2022</td> <td style="text-align: center;">6/30/2023</td> </tr> <tr> <td>Design:</td> <td style="text-align: center;">7/1/2023</td> <td style="text-align: center;">12/31/2024</td> </tr> <tr> <td>Constr.</td> <td style="text-align: center;">1/1/2025</td> <td style="text-align: center;">12/31/2026</td> </tr> <tr> <td>Operational:</td> <td style="text-align: center;">1/1/2027</td> <td></td> </tr> </table>		START	COMPL	Land:	1/1/2022	6/30/2023	Design:	7/1/2023	12/31/2024	Constr.	1/1/2025	12/31/2026	Operational:	1/1/2027	
	START	COMPL															
Land:	1/1/2022	6/30/2023															
Design:	7/1/2023	12/31/2024															
Constr.	1/1/2025	12/31/2026															
Operational:	1/1/2027																

PROJECT CATEGORIES	EXPENDED THRU FY2021	PLANNED EXPENDITURES (\$)						TOTAL
		FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	
Land / ROW / Acquisition			1,500,000					1,500,000
Preliminary Design / Plans			300,000					300,000
Engineering / Architect Service		500,000	300,000	400,000				1,200,000
Clear / Grade / Site Prep					300,000			300,000
Construction / Building					800,000	700,000	500,000	2,000,000
Project Management					100,000			100,000
Heavy Equipment								0
Light Equipment / Furniture								0
Hardware / Software								0
Vehicles / All Types								0
Contingency			100,000			500,000		600,000
TOTAL PROJECT COST	0	500,000	2,200,000	400,000	1,200,000	1,200,000	500,000	6,000,000

OPERATING COST	0	0	0	0	0	0	0	0
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FUNDING SOURCE	GRANT NUMBER	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	TOTAL
FEDERAL			400,000	1,760,000	320,000	960,000	960,000	400,000	4,800,000
STATE									0
BFT LOCAL			100,000	440,000	80,000	240,000	240,000	100,000	1,200,000
FUNDING TOTAL		0	500,000	2,200,000	400,000	1,200,000	1,200,000	500,000	6,000,000



THE NEXT PLAN

Exhibit C

Serve our CUSTOMERS

Provide the right kind of service, in the right place, at the right time.



Contribute to our QUALITY OF LIFE

Provide mobility to everyone who needs transit, and to anyone who wants to use it.



Serve our COMMUNITY effectively

Be wise stewards of taxpayer resources.



ADAPT to a changing future

*Be flexible.
Expect change.
Remain relevant.*



IMPLEMENT the plan

Get to work, and get the work done.

BEN FRANKLIN TRANSIT

Rev.: April 16, 2021



22ND AVENUE TRANSIT CENTER RENOVATION
A PROPOSED COMMUNITY FUNDING PROJECT



THE NEXT PLAN

Taking TRANSIT from 2020 into an uncertain future, while doing our best to serve the next generation

WHAT IS THE NEXT PLAN?

The Next Plan is a long-range transit service plan, a document that guides how Ben Franklin Transit (BFT) will adapt to the changes that lie ahead. The Next Plan identifies how we will serve rapid growth, incorporate new technology to provide better service, evolve to serve community needs, and adapt to economic and environmental changes that confront society.

The Next Plan also serves as a document that allows BFT to work with regional partners to plan for the needs of transit operations and transit users, in terms of both land use and transportation infrastructure design.

BETTER SERVICES FOR A GROWING REGION

The Tri-Cities and surrounding communities are among the fastest growing areas in Washington State. According to the Benton Franklin Council of Governments (BFCG), regional population will reach 369,700 by the Year 2040, a 50% increase in population over the 2017 base year. As population grows, so to will the demand and need for transit.

BFCG GROWTH FORECAST

	Population	Increase from Base Year	Bus Ridership	Increase from Base Year
Base Year (2017)	246,054		7,886	
2025	292,052	19%	9,801	24%
2035	337,174	37%	10,576	34%
2040	369,700	50%	10,984	39%

BFCG forecast in their “Build Scenario” of the Transition 2040 plan that fixed route ridership will grow by an estimated 40%. BFT plans for ridership on other modes, such as Dial-A-Ride and Vanpool, to follow similar growth trends. The 2017 BFCG forecast did not incorporate a detailed transit network in its travel demand model and instead based its growth assumptions on existing service trends.

BUILDING A MORE ACCESSIBLE SYSTEM

BFT is making strategic investments in service to build ridership at the same pace as population growth and well ahead of the BFCG forecast. From 2017 to 2020, BFT made significant enhancements to its transit service network, including the major overhaul of route design as part of the 2017 Comprehensive Service Plan, expanded hours, and initiation of an on-demand first-mile/last-mile service. Starting in 2021, BFT began building a network of frequent routes to better connect the region.

One of the most formidable challenges BFT faces is the lack of accessible bus stops and transit centers. Adding to that is the lack of safe and effective pedestrian infrastructure in major transit corridors. BFT has been working with its local partners to address accessibility challenges, but given the scale of the problem, this issue will take decades to address. Even then, accessible pedestrian infrastructure will only become a reality once the region begins making a concerted effort to address the problem with funding support from both State and Federal levels of government.

THE ROLE OF TRANSIT HUBS IN ACCESSIBILITY

BFT’s existing transit hubs are designed primarily to serve operational needs. Although the 22nd Avenue Transit Center is a short walk to several



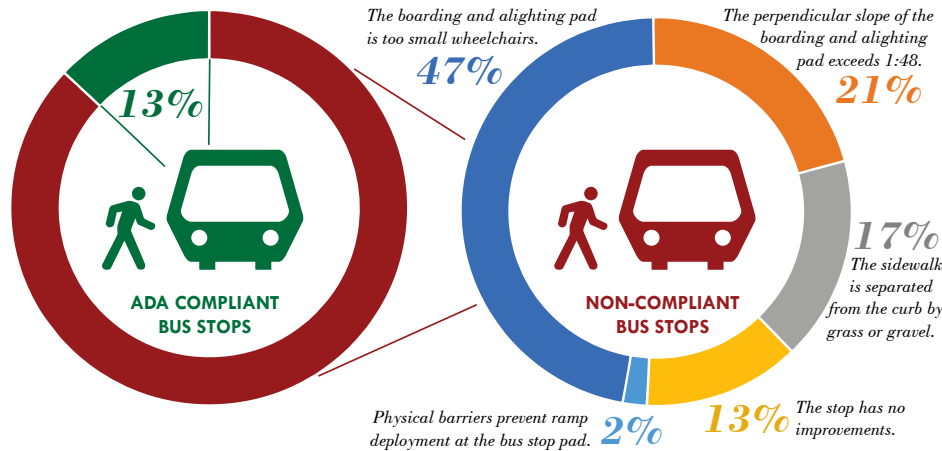
THE NEXT PLAN

Taking TRANSIT from 2020 into an uncertain future, while doing our best to serve the next generation

key destinations in central Pasco, it is not easily accessible to Downtown Pasco. BFT is in the planning phase for a new minor transit hub that will support connections between two of BFT's three planned frequent regional routes (routes 1 and 3) and up to four local routes that operate within Pasco, including higher need areas of East Pasco and Tierra Vida. The 22nd Avenue Transit Center will be retained and reconfigured as both a connection point and layover location for three new regional frequent routes and a new express route.

CONNECT, a new app-based and cost-effective on-demand service launched in 2020, provides a way for BFT passengers to overcome the challenges of low density land use, the lack of accessible pedestrian infrastructure, physical barriers, and the longer distances from transit corridors and transit hubs to surrounding destinations. With several wheelchair-accessible vehicles in the CONNETC fleet, BFT can serve people of all ages and abilities. Safe access to transit does not depend solely on a person's ability - it is also a function of how we plan and build our cities. As shown below, our region has major accessibility obstacles.

ACCESSIBLE STOPS



22ND AVE TRANSIT CENTER



BFT is also making significant improvements to bus stops on streets throughout its service area to make them accessible and comfortable. A key focus for BFT is ensuring that we design accessible bus stops and making sure that those stops connect to accessible sidewalks. To operate effectively, BFT must locate its transit hubs within walking distance of major destinations, provide multimodal access at transit hubs, and focus CONNECT's first-mile/last-mile connections at its transit hubs. A key component of accessibility necessarily includes much more than ADA-compliant curb ramps at intersections; cities must also consider the location, design, and access to bus stops in the design of complete streets, while BFT must continue its focus on the equitable delivery of service.



THE NEXT PLAN

Taking TRANSIT from 2020 into an uncertain future, while doing our best to serve the next generation

RENOVATION AND EXPANSION OF 22ND AVE TRANSIT CENTER

Even with the addition of two new transit hubs in Pasco, Ben Franklin Transit will continue to focus terminal operations at its 22nd Avenue Transit Hub. The existing hub will need to be reconfigured to serve a different type and level of service than exists today.

NEED

The 22nd Avenue Transit Center has reached the end of its useful life, and BFT is planning a significant restructuring of transit services in Pasco, implementing a Frequent Service Corridor network and expanding express bus service into the 22nd Avenue Transit Center.

Even as BFT reduces the number of routes serving the 22nd Avenue Transit Center, the facility will continue serving approximately the same number of buses per hour in the transition from a transit hub serving local routes to one serving primarily frequent and express routes. The renovation provides an opportunity to redesign the facility for BFT's evolving transit network and future growth. As shown in the future system map (following page), the 22nd Avenue Transit Center (identified as #6) will continue to serve as a layover terminal for frequent and express routes even as local routes are consolidated at a new Central Pasco Transit Hub located in downtown Pasco.

Approximately half of the site owned by BFT is occupied by the existing facility, and this project will allow construction of a new transit facility and expanded parking in a staged approach that minimizes disruption to existing transit operations.

→ Project Components

- Reconfigured Bus Platform
- Expanded Commuter Parking
- Replaced Bus Shelters, Seating, Lean Rails, and Garbage Cans
- Electric Bus Charging (Platform Area) and Car Charging (Parking Area)
- Ancillary Amenities, including Landscaping, Minor Retail, and Public Space

→ Project Cost and Funding Request

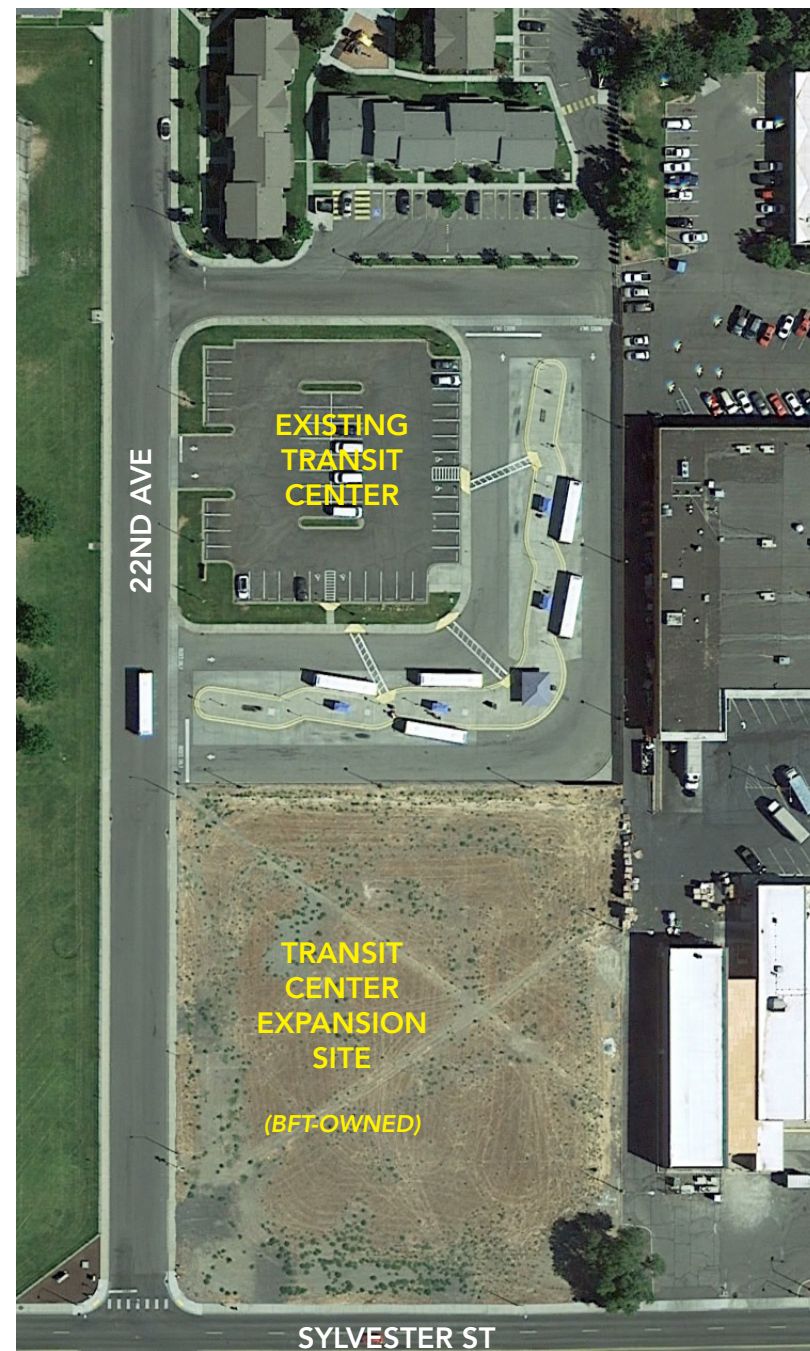
\$2,500,000 (\$2.0m in FTA funds and \$0.5m in secured local match)

→ Implementation Year

2022 (dependent on available grant funding)

→ Project Status

Design Initiated, On Hold Pending Funding





THE NEXT PLAN

Taking TRANSIT from 2020 into an uncertain future, while doing our best to serve the next generation

NETWORK AND HUB STRATEGY

Major components of BFT's long-term strategy includes delivering frequent transit service in major corridors and providing transit hub connections within walking distance of major activity centers in the Tri-Cities. The core network is envisioned as routes that link the activity centers and transit hubs, while providing local transfers at hubs that serve as major destination for neighborhood-scale trips. Comfortable and well-designed transit hubs will also serve as connection points for walking, cycling, on-demand service, and shared mobility.

OUR GOALS

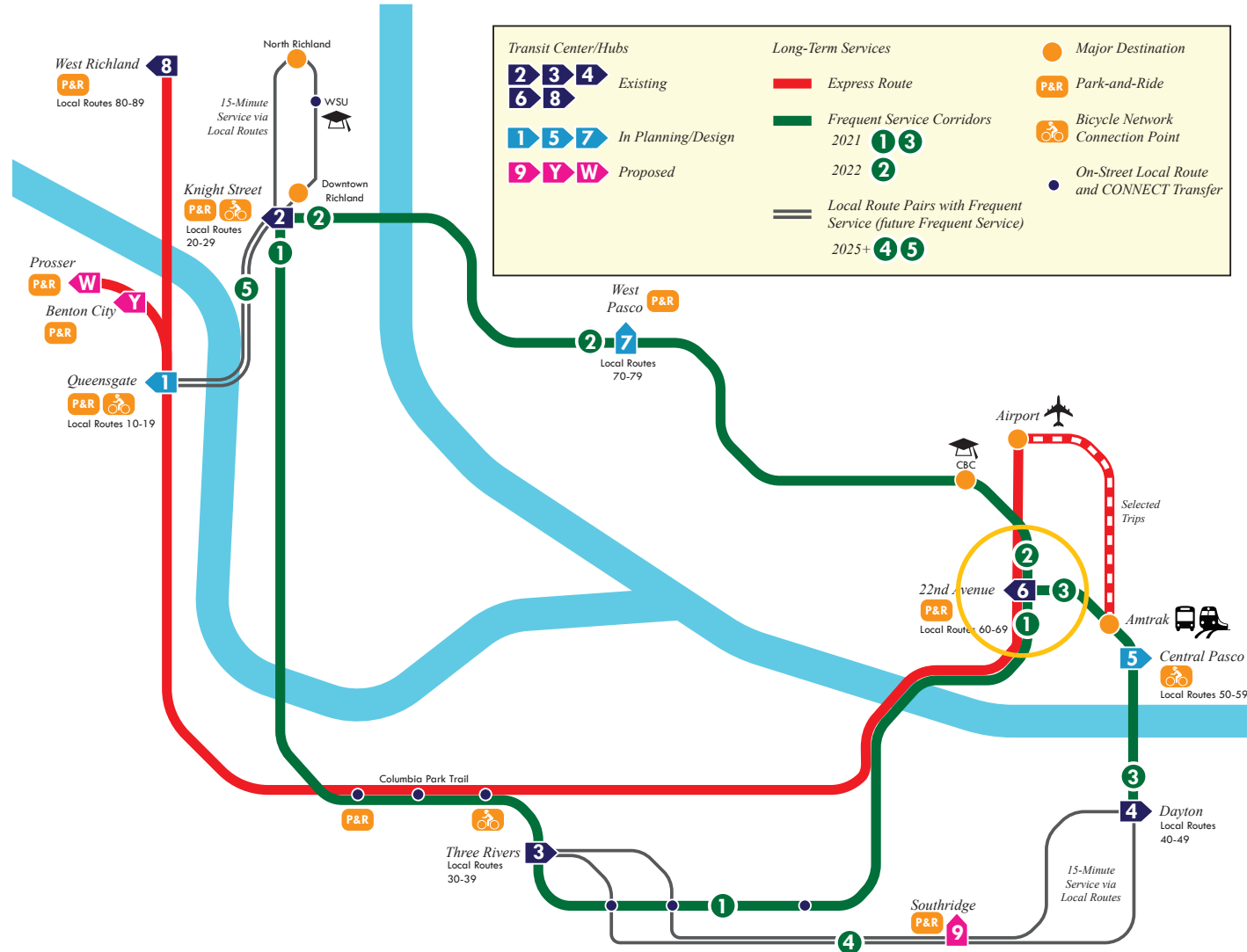
Five foundational principles serve as the structure of The Next Plan document:

- Serve our Customers
- Contribute to our Quality of Life
- Serve our Community
- Adapt to a Changing Future
- Implement the Plan

THE NETWORK

Our long-range network is built on the concept of reducing travel times through better access, more frequent service, and faster service.

- **Better Access**
On-demand connections, everywhere
- **Frequent Service Corridors**
Every 15 minutes or better, all day
- **Faster Service**
Express service in our longest corridor
- **Better Amenities**
Comfortable places to wait and transfer
- **Better Connections and Destinations**
Transit hubs in mixed-use communities with high quality urban design that makes it easy to walk and roll at any age and any ability.



Memorandum

Date: May 4, 2021

To: Gloria Boyce, General Manager

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

RE: Resolution 28-2021 Authorizing Cost of Living Adjustment (COLA) for Non-Represented Employees

Background

The 2021 Salary Survey has been completed, comparing BFT's wage scale for non-represented employees to scales at comparable transits and local governmental jurisdictions. Our non-represented workforce has been identified as falling below market across the majority of job functions.

Currently there are 62 non-represented employees on staff. Unlike our represented workforce which has historically received between a 4.14% and 6.33% increase each year on average for the past 14 years, our non-represented employees have averaged a 3.04% increase annually, with a combination of either their COLA, Step, or Merit increases. See attached Exhibit A.

Funding

Budgeted: Yes

Budget Source: Operating

Funding Source: Local

Recommendation

To bring our non-represented employees more aligned to market, and to address internal equity concerns between our represented and non-represented employees, it is staff's recommendation that the Board of Directors approve a 3% COLA increase to wages which would be applied to our market-based salary structure for non-represented employees effective June 1, 2021.

Forwarded as presented:

Gloria Boyce, General Manager

**BEN FRANKLIN TRANSIT
RESOLUTION 28-2021**

**A RESOLUTION AUTHORIZING THE GENERAL MANAGER TO PROCEED WITH A
3% COLA INCREASE TO NON-REPRESENTED WAGES**

WHEREAS, the 2021 Salary Survey has been completed; and

WHEREAS, the non-represented workforce has been identified as falling below market;
and

WHEREAS, the BFT Board adopted Compensation Philosophy calls for market
competitiveness and fair and equitable wages for employees; and

WHEREAS, the represented workforce has historically received a higher percentage
wage increase than the non-represented workforce over the past 14 years;

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

The Board authorizes the General Manager to proceed with a 3% COLA increase to wages which
would be applied to BFT's non-represented market-based salary structure, and effective on June
1, 2021.

APPROVED AT A REGULAR BEN FRANKLIN TRANSIT BOARD OF DIRECTORS meeting
held May 13, 2021 at 1000 Columbia Park Trail, Richland, Washington.

ATTEST:

Carina Cassel, Interim Clerk of the Board

Richard Bloom, Chairman

APPROVED AS TO FORM BY:

Jeremy J. Bishop, Legal Counsel

EXHIBIT A

COLA and Step adjustments –Represented and Non-represented Comparison tables

The following charts demonstrate the historical comparison for annual pay adjustments between represented and non-represented employees over a 14-year period.

Year	Coach			DAR Drivers			Mech		
	COLA	Step	Total Increase	COLA	Step*	Total Increase	COLA	Step*	Total Increase
	June-May	June-May		June-May	June-May		June-May	June-May	
2007	3.00%	3.69%	6.69%	3.00%	3.75%	6.75%	2.50%	2.99%	5.49%
2008	3.00%	3.69%	6.69%	3.00%	3.75%	6.75%	2.50%	2.99%	5.49%
2009	2.50%	3.69%	6.19%	3.00%	3.75%	6.75%	0.00%	0.00%	0.00%
2010	2.50%	3.69%	6.19%	2.50%	3.76%	6.26%	2.50%	2.99%	5.49%
2011	2.50%	3.69%	6.19%	2.50%	3.75%	6.25%	2.50%	3.00%	5.50%
2012	2.50%	3.69%	6.19%	2.50%	3.75%	6.25%	2.50%	2.99%	5.49%
2013	2.50%	3.75%	6.25%	2.50%	3.76%	6.26%	2.00% - 2.50%	3.00%	3.00%
2014	2.00%	3.75%	5.75%	2.00%	3.75%	5.75%	2.00%	3.00%	5.00%
2015	2.00%	3.75%	5.75%	2.00%	3.76%	5.76%	2.00%	2.99%	4.99%
2016	2.50%	3.75%	6.25%	2.50%	3.76%	6.26%	2.00% - 4.00%**	2.99%	2.99%
2017	2.50%	3.75%	6.25%	2.25%	3.76%	6.01%	2.50% - 3.00%	3.00%	3.00%
2018	2.25%	3.75%	6.00%	2.25%	3.76%	6.01%	2.50%	2.99%	5.49%
2019	3.00%	3.75%	6.75%	3.00%	3.76%	6.76%	1.00% - 2.75%	3.00%	3.00%
2020	2.00%	3.75%	5.75%	2.00%	3.76%	5.76%	1.00% - 2.75%	2.98%	2.98%
2021									
2022									
		14 year avg	6.21%		14 year avg	6.26%		14 year avg	4.14%

Year	Non-Represented				DAR Dispatch		
	COLA	Step	Merit	Total Increase	COLA	Step	Total Increase
	1-Jan	1-Jan	1-Jan		March 15 - March 14	March 15 - March 14	
2003	3.00%			3.00%			
2004	3.00%			3.00%			
2005	3.00%			3.00%			
2006	3.00%			3.00%			
2007	3.00%			3.00%			
2008	3.00%			3.00%			
2009	0.00%			0.00%			
2010	4.73%			4.73%			
2011		3.18%		3.18%			
2012		3.18%		3.18%			
2013		3.16%		3.16%			
2014		3.16%		3.16%			
2015		3.15%		3.15%			
2016		3.15%		3.15%			
2017		3.00%		3.00%			
2018			4.15%	4.15%			
2019			3.05%	3.05%			
2020			2.69%	2.69%	6%	2.99%	9%
2021					2.25%	2.99%	5.24%
2022					2.50%	2.99%	5.49%
			14 year avg	3.04%		4 year avg	6.56%

*Avg increase of all positions

**Catch-up Adjustment

Staff Report May 13, 2021 Summary

Budget

YTD Operating as of March 31, 2021	2021 Budget Year to Date	Actual to Date March 31	Variance – Better/(Worse)	% Budget YTD
Operating Revenues				
Fares	518,243	121,461	(396,782)	-76.6%
Local Sales Tax	9,460,939	9,215,234	(245,704)	-2.6%
Operating Grants	12,500	12,500	-	0.0%
CARES Act Funds	2,003,839	2,003,839	-	0.0%
Miscellaneous	125,000	81,151	(43,849)	-35.1%
Total Operating Revenues	\$ 12,120,521	\$ 11,434,185	(686,336)	-5.7%
Pro Forma Revenues without CARES Act				
Less: CARES Revenue		(2,003,839)		
Add: 5307 Operating Grants		1,254,361		
Adjusted Revenue without CARES		10,684,706	(1,435,814)	-11.8%
Operating Expenditures				
Bus Operations	\$ 4,373,694	\$ 4,088,536	285,158	-6.5%
Dial-A-Ride Operations	2,896,651	2,454,837	441,814	-15.3%
General Demand Operations	118,008	102,617	15,391	-13.0%
Vanpool Operations	424,958	305,802	119,156	-28.0%
Maintenance	646,550	606,181	40,369	-6.2%
Paratransit - ARC	355,850	42,496	313,354	-88.1%
Contracted Services (Via)	525,000	139,156	385,844	-73.5%
Human Resources	433,474	396,451	37,023	-8.5%
Safety / Training	238,269	338,968	(100,699)	42.3%
Executive / Administrative Services	1,210,366	1,015,906	194,460	-16.1%
Marketing / Customer Service	545,579	301,798	243,781	-44.7%
Planning / Service Development	352,122	270,828	81,293	-23.1%
Total Operating Expenditures	\$ 12,120,521	\$ 10,063,577	\$ 2,056,944	-17.0%

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

	2021 Total Budget	2021 Budget Year to Date	Actual To Date March 2021	% Budget YTD	Actual To Date March 2020	2021 vs 2020
Operating Revenues						
Fares						
Bus Passes	\$ 594,260	\$ 148,565	\$ 56	-100.0%	\$ 173,555	-100.0%
Bus Cash	329,000	82,250	-	0.0%	77,548	-100.0%
Dial-A-Ride	258,647	64,662	(25)	-100.0%	67,285	-100.0%
General Demand (Prosser)	15,200	3,800	-	0.0%	4,218	-100.0%
Vanpool	588,094	147,024	121,430	-17.4%	429,093	-71.7%
Contracted Paratransit	-	-	-	0.0%	-	0.0%
Contracted Services (Via)	287,771	71,943	-	0.0%	-	0.0%
Fares	2,072,972	518,243	121,461	-76.6%	751,699	-83.8%
Local Sales Tax	37,843,755	9,460,939	9,215,234	-2.6%	8,429,840	9.3%
Operating Grants	50,000	12,500	12,500	0.0%	1,129,215	-98.9%
CARES Act Funds	8,015,355	2,003,839	2,003,839	0.0%	-	0.0%
Miscellaneous	500,000	125,000	81,151	-35.1%	194,602	-58.3%
Total Operating Revenues	\$ 48,482,082	\$ 12,120,521	\$ 11,434,185	-5.7%	\$ 10,505,356	8.8%
Pro Forma Revenues without CARES Act Revenue						
Less: CARES Act Revenue			(2,003,839)			
Add: 5307 Operating Grants	\$ 5,017,442		1,254,361			
Adjusted Revenues without CARES Act			10,684,706	-11.8%		1.7%
Operating Expenditures						
Directly Operated Transportation						
Fixed Route	\$ 17,494,776	\$ 4,373,694	\$ 4,088,536	-6.5%	\$ 4,061,096	0.7%
Dial-A-Ride	11,586,605	2,896,651	2,454,837	-15.3%	2,693,724	-8.9%
General Demand (Prosser)	472,032	118,008	102,617	-13.0%	119,164	-13.9%
Vanpool	1,699,830	424,958	305,802	-28.0%	506,040	-39.6%
Maintenance	2,586,201	646,550	606,181	-6.2%	556,100	9.0%
Purchased Transportation						
Paratransit - ARC	1,423,400	355,850	42,496	-88.1%	230,735	-81.6%
Contracted Services (Via)	2,100,000	525,000	139,156	-73.5%	-	0.0%
Administration						
HR	1,733,895	433,474	396,451	-8.5%	438,426	-9.6%
Safety / Training	953,076	238,269	338,968	42.3%	314,022	7.9%
Executive / Administrative Services	4,841,464	1,210,366	1,015,906	-16.1%	948,144	7.1%
Marketing / Customer Service	2,182,317	545,579	301,798	-44.7%	361,447	-16.5%
Planning / Service Development	1,408,486	352,122	270,828	-23.1%	172,793	56.7%
* Total Operating Expenditures	\$ 48,482,082	\$ 12,120,521	\$ 10,063,577	-17.0%	\$ 10,401,691	-3.3%
Operating Surplus/(Deficit)	\$ -	\$ -	\$ 1,370,608		\$ 103,665	1222.1%
Operating Surplus/Deficit without CARES Act Revenues						
			621,130			
Capital Expenditures						
Local	\$ 2,356,245	\$ 589,061	\$ 755,736	28.3%	\$ 55,162	1270.0%
State	600,000	150,000	2,247	-98.5%	-	0.0%
Federal	2,768,923	692,231	8,214	-98.8%	15,399	-46.7%
Total Capital Expenditures	\$ 5,725,168	\$ 1,431,292	\$ 766,197	-46.5%	\$ 70,561	985.9%

* Excludes budgeted GASB 68 year-end pension adjustment.

Ben Franklin Transit Treasurer's Report

Date: May 13, 2021

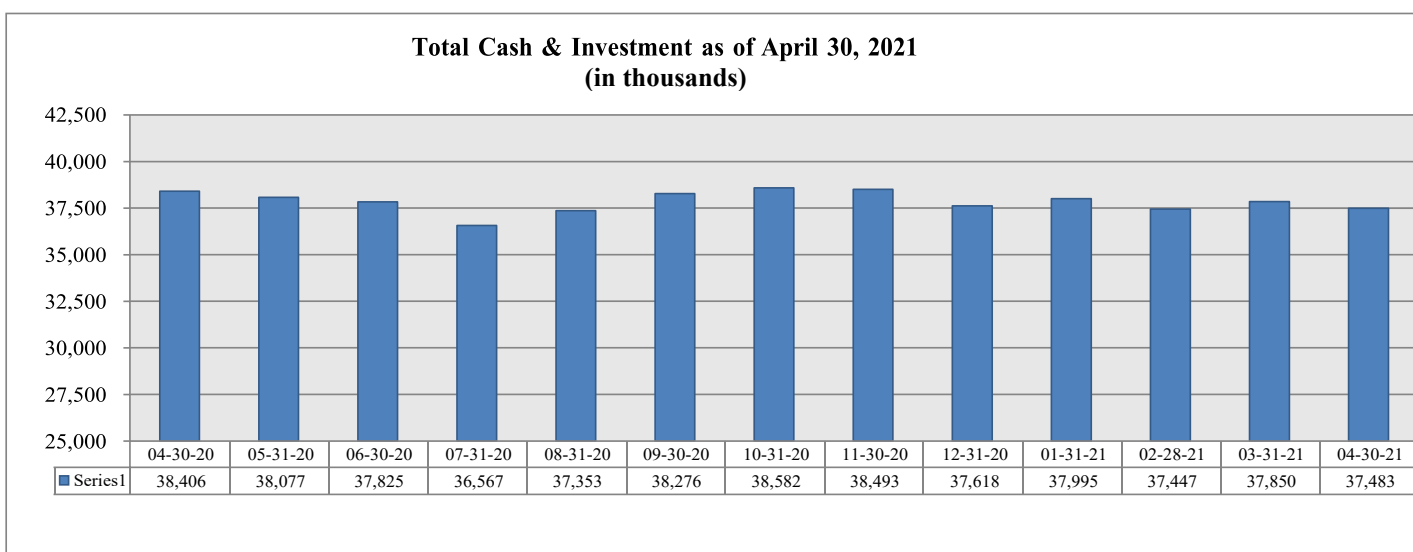
To: Ben Franklin Transit Board of Directors

From: Jeff Lubeck, Financial Services Director

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

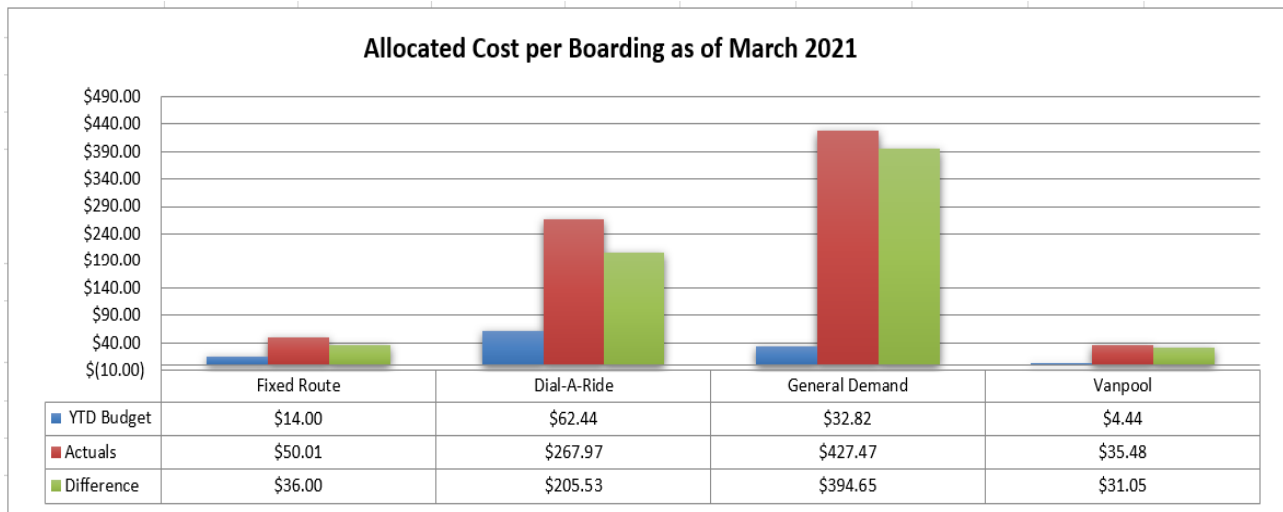
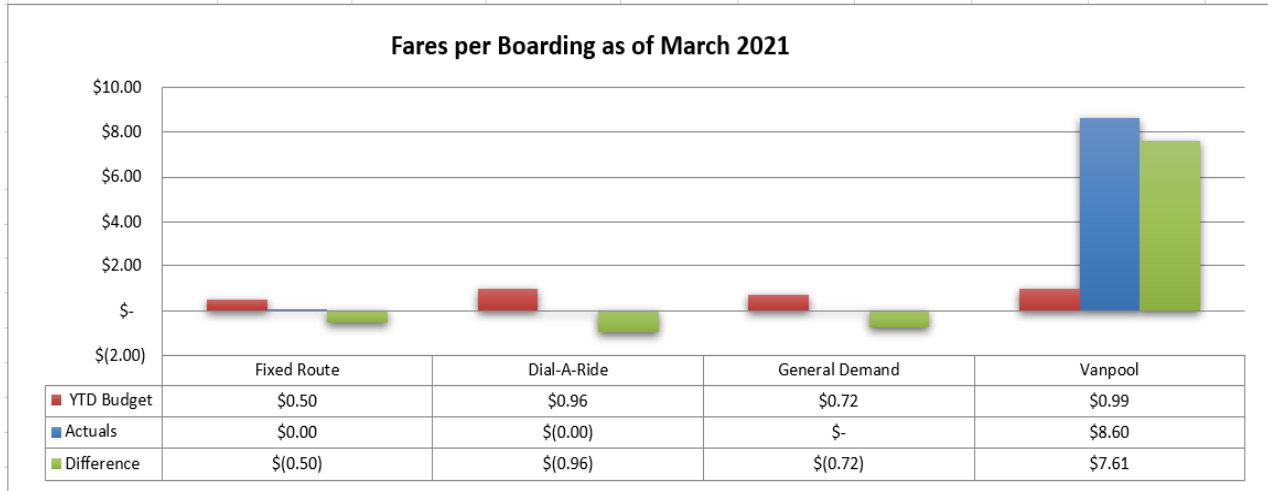
The Investment Position of Ben Franklin Transit as of the Close of Business on Apr 30, 2021 is as follows:

ITEM	DATE OF PURCHASE	RATE	MATURITY	COST	% OF TOTAL
WA State Government Investment Pool		0.1020%	Open	\$ 28,229,153	75.3%
US Bank Commercial Paper Sweep Acct		0.0000%	Open	3,861,186	10.3%
Subtotal Investments				32,090,339	85.6%
Check Book Balance, Petty Cash, & Travel Account				* 5,392,731	14.4%
				<u>37,483,070</u>	<u>100.0%</u>
Total Cash and Equivalents on Hand				\$ 37,483,070	
Less Reserve Funds					
Operating Reserves				(12,120,000)	
Fuel Reserves				(1,400,000)	
Fleet Replacement Reserves				(2,640,400)	
Non-Fleet Capital Reserves				(3,365,000)	
Total Reserves				(19,525,400)	
Active Project Local Match (Approved Budget)				(16,976,000)	
Net Funds Available				\$ 981,670	



Fares and Cost per Boarding

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



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

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

Directly Operated Transportation

2021 YTD Actual Allocated Cost Per(s)	General Demand (Prosser)				Contracted Paratransit	Contracted Services (Via)	Combined
	Fixed Route	Dial-A-Ride	Vanpool				
Fares	\$ 56	\$ (25)	\$ -	\$ 121,430	\$ -	\$ -	\$ 121,461
Direct Cost	\$ 4,088,536	\$ 2,454,837	\$ 102,617	\$ 305,802	\$ 42,496	\$ 139,156	\$ 7,133,445
Allocated Cost	\$ 1,640,874	\$ 1,087,079	\$ 43,952	\$ 158,227	\$ -	\$ -	\$ 2,930,132
Depreciation - Local (Vehicle only)	\$ 111,189	\$ 22,863	\$ 53	\$ 37,051	\$ 1,960	\$ -	\$ 173,115
Cost for Farebox Recovery Ratio	\$ 5,840,598	\$ 3,564,779	\$ 146,622	\$ 501,080	\$ 44,456	\$ 139,156	10,236,691
Boarding	116,794	13,303	343	14,122	\$ 503	\$ 2,333	147,398
Revenue Miles	262,672	109,442	5,086	103,400	\$ 3,312	\$ 27,181	511,093
Revenue Hours	16,666	6,548	170	2,221	\$ 137	\$ 1,235	26,977
Cost per Boarding	\$ 50.01	\$ 267.97	\$ 427.47	\$ 35.48	\$ 88.38	\$ 59.65	\$ 69.45
Cost per Rev Mile	\$ 22.24	\$ 32.57	\$ 28.83	\$ 4.85	\$ 13.42	\$ 5.12	\$ 20.03
Cost per Rev Hour	\$ 350.45	\$ 544.41	\$ 862.48	\$ 225.61	\$ 324.49	\$ 112.68	\$ 379.46
Farebox Recovery	0.0%	0.0%	0.0%	24.2%	0.0%	0.0%	1.2%

Directly Operated Transportation

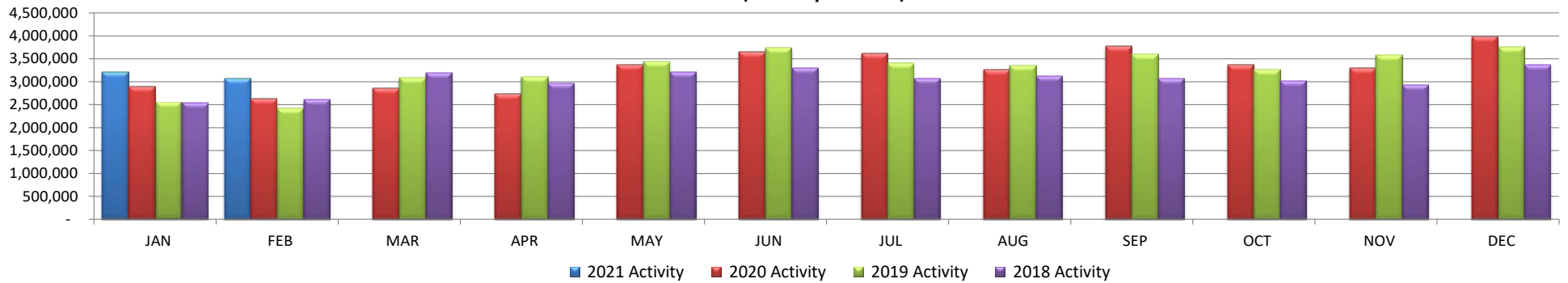
2021 YTD Budgeted Allocated Cost Per(s)	General Demand (Prosser)				Contracted Paratransit	Contracted Services (Via)	Combined
	Fixed Route	Dial-A-Ride	Vanpool				
Fares	\$ 230,815	\$ 64,662	\$ 3,800	\$ 147,024	\$ -	\$ 71,943	\$ 518,243
Direct Cost	\$ 4,373,694	\$ 2,896,651	\$ 118,008	\$ 424,958	\$ 355,850	\$ 525,000	\$ 8,694,161
Allocated Cost	\$ 1,918,761	\$ 1,271,180	\$ 51,396	\$ 185,024	\$ -	\$ -	\$ 3,426,360
Depreciation - Local (Vehicle only)	\$ 114,736	\$ 46,837	\$ 2,912	\$ 49,857	\$ 5,173	\$ -	\$ 219,514
* Cost for Farebox Recovery Ratio	\$ 6,407,191	\$ 4,214,667	\$ 172,316	\$ 659,838	\$ 361,023	\$ 525,000	\$ 12,340,035
Boarding	457,500	67,500	5,250	148,750	18,250	36,250	733,500
Revenue Miles	810,500	456,250	24,000	775,000	60,000	187,500	2,313,250
Revenue Hours	51,500	29,750	1,000	18,750	3,750	11,500	116,250
Cost per Boarding	\$ 14.00	\$ 62.44	\$ 32.82	\$ 4.44	\$ 19.78	\$ 14.48	\$ 16.82
Cost per Rev Mile	\$ 7.91	\$ 9.24	\$ 7.18	\$ 0.85	\$ 6.02	\$ 2.80	\$ 5.33
Cost per Rev Hour	\$ 124.41	\$ 141.67	\$ 172.32	\$ 35.19	\$ 96.27	\$ 45.65	\$ 106.15
Farebox Recovery	3.6%	1.5%	2.2%	22.3%	0.0%	13.7%	4.2%

February 2021 Actual vs Budget

Cost per Boarding	\$ 36.00	\$ 205.53	\$ 394.65	\$ 31.05	\$ 68.60	\$ 45.16	\$ 52.63
Cost per Rev Mile	\$ 14.33	\$ 23.33	\$ 21.65	\$ 3.99	\$ 7.41	\$ 2.32	\$ 14.69
Cost per Rev Hour	\$ 226.04	\$ 402.74	\$ 690.17	\$ 190.42	\$ 228.22	\$ 67.02	\$ 273.31

* Excludes budgeted GASB 68 year-end pension adjustment.

**BFT Sales Tax Comparison
2018 to YTD 2021 (February Business)**



	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	YTD
2021 Activity	3,217,469	3,080,269	-	2,734,647	3,377,653	3,655,389	3,621,523	3,259,755	3,773,316	3,372,348	3,302,921	3,981,314	6,297,738	\$ 6,297,738
2020 Activity	2,897,013	2,628,492	2,869,290	3,115,786	3,434,191	3,737,774	3,407,206	3,356,617	3,609,415	3,259,950	3,585,466	3,754,832	39,473,663	\$ 5,525,506
2019 Activity	2,551,215	2,415,542	3,083,917	3,115,786	3,434,191	3,737,774	3,407,206	3,356,617	3,609,415	3,259,950	3,585,466	3,754,832	39,311,911	\$ 4,966,757
2018 Activity	2,548,254	2,608,963	3,197,807	2,973,191	3,217,205	3,305,949	3,074,305	3,132,269	3,064,684	3,014,900	2,927,560	3,377,150	36,442,238	\$ 5,157,217
Chg 21 to 20	320,456	451,777	-	-	-	-	-	-	-	-	-	-	772,233	
Chg 20 to 19	345,798	212,951	(214,627)	(381,139)	(56,538)	(82,385)	214,317	(96,862)	163,901	112,398	(282,544)	226,482	161,752	
Chg 19 to 18	2,961	(193,422)	(113,890)	142,595	216,986	431,826	332,900	224,348	544,731	245,049	657,905	377,682	2,869,673	
Chg 18 to 17	134,393	335,207	370,734	308,520	335,408	(347,319)	246,506	243,277	101,744	297,561	163,773	38,347	2,228,152	
% Chg 21 to 20	11.1%	17.2%											14.0%	
% Chg 20 to 19	13.6%	8.8%	-7.0%	-12.2%	-1.6%	-2.2%	6.3%	-2.9%	4.5%	3.4%	-7.9%	6.0%	0.4%	
% Chg 19 to 18	0.1%	-7.4%	-3.6%	4.8%	6.7%	13.1%	10.8%	7.2%	17.8%	8.1%	22.5%	11.2%	7.9%	
% Chg 18 to 17	5.6%	14.7%	13.1%	11.6%	11.6%	-9.5%	8.7%	8.4%	3.4%	11.0%	5.9%	1.1%	6.5%	
2021 Budget	2,746,574	2,667,953	3,329,812	3,199,984	3,484,955	3,910,393	3,403,113	3,428,179	3,522,917	3,287,186	3,391,233	3,827,701	40,200,000	\$ 5,414,527
2020 Budget	2,627,752	2,488,008	3,176,434	3,209,259	3,537,217	3,849,908	3,166,535	3,226,237	3,156,625	3,105,347	3,015,387	3,478,464	38,037,173	\$ 5,115,760
2019 Budget	2,650,000	2,750,000	3,310,000	3,080,000	3,330,000	3,420,000	3,200,000	3,000,000	3,080,000	2,810,000	2,860,000	3,460,000	36,950,000	\$ 5,400,000
2018 Budget	2,475,000	2,330,000	2,900,000	2,730,000	2,955,000	3,225,000	2,900,000	2,960,000	3,055,000	2,825,000	3,135,000	3,376,317	34,866,317	\$ 4,805,000
Vs. 2021 Budget	470,895	412,316	-	-	-	-	-	-	-	-	-	-	883,211	16.3%
Vs. 2020 Budget	269,262	140,484	(307,145)	(474,612)	(159,563)	(194,518)	454,989	33,518	616,691	267,000	287,534	502,850	1,436,490	8.0%
Vs. 2019 Budget	(98,785)	(334,458)	(226,083)	35,786	104,191	317,774	207,206	356,617	529,415	449,950	725,466	294,832	2,361,911	-8.0%
Vs. 2018 Budget	73,254	278,963	297,807	243,191	262,205	80,949	174,305	172,269	9,684	189,900	(207,440)	833	1,575,921	7.3%