

Appreciation is extended to everyone who contributed to the development of the budget and to those who will implement the plan.



2009 BUDGET

Fiscal Year January 1, 2009 through December 31, 2009

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2009 BUDGET READERS GUIDE

In brief:

The adopted budget document contains information regarding Pierce Transit. To assist the reader in locating subjects of interest, this **Reader's Guide** and the **Quick Reference Guide** are provided. Additional information is provided in the **Table of Contents** and the **Appendix**.

The flow of the document is designed to assist the reader in understanding the current budget with analyses and comparisons, the organization, and the planning and budget processes including financial requirements.

Document Organization

The Pierce Transit Budget has six major sections: **Introduction, Budget Summary, Operating Budget, Capital Budget, Insurance Budget, and Appendix**. The Operating Budget is further separated by department: **Executive, Transportation Services, Transit Development, Human Resources & Technology, and Finance, Audit & Administration**. The offices and divisions in each department are included.

The **Introduction** contains the Board of Commissioners page, Organizational Chart, Budget Transmittal Budget In Brief, Fact Sheet and Resolution, Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award, information about Our Community, Our Customers, Agency Overview, and the Strategic Business Plan.

The **Budget Summary** provides a Financial Overview, Ending Balances Requirements, Debt, Personnel Summary, Strategic Approach to the Budget, Financial Policies and Goals, Basis of Budgeting, The Budget Process, Annual Budget Development Calendar, Mission & Board Direction, Project Innovation Goals & Objectives and Performance Measures, and Operating Statistics.

The **Operating Budget** contains revenue and expenditure descriptions, distributions, projections, comparisons, and analyses. The Department, Office, and Division budgets are included in this section with descriptions, organizational charts, and expenditure detail.

The **Capital Budget** includes a Capital Budget Introduction, Revenue, Detail by Category, Capital Summary, Capital Budget Summary by Department, Capital Budget by Project Number, 2009 – 2014 Six-Year Capital Plan Operating Budget Impacts Summary, 2009 – 2014 Six-Year Capital Plan Budget Summary, and 2009 – 2014 Six-Year Capital Plan Capital Plan.

The **Insurance Budget** includes the Insurance Budget, Insurance Summary of financial comparisons, and Insurance Expenditure Comparisons.

The **Appendix** includes a Service Area Map, Acronym List, and Budget Glossary.



2009 BUDGET QUICK REFERENCE GUIDE

In brief:

The Quick Reference Guide is provided to assist the reader in locating key information contained in the Pierce Transit budget.

Information on some of the interesting and significant happenings at Pierce Transit can be found on the dividers for each section of the document.

To find:

- The overall policies which guided the Budget
- The Agency's major expenditures and revenue sources
- The long-term financial outlook of the Agency
- Capital projects
- How Pierce Transit is organized
- Positions / FTEs budgeted for 2009
- Mission, Strategic Direction, PI Goals & Objectives, and Performance Measures
- Expenditure Object Code Definitions
- Ridership, Service Hours, and Service Miles
- Comparison of 2007 Actual, 2008 Amended Budget, 2008 Year-End Estimate, and 2009 Budgeted expenditures
- Primary responsibilities of the department
- Budget expenditures by Department

Refer to:

Chief Executive Officer's Budget Transmittal Budget In Brief

Overall Summary

The Next Six Years; Financial Forecast

Capital Budget

Pierce Transit Organizational Chart and Agency Overview

Personnel Summary

Mission, Strategic Direction, PI Goals & Objectives, and Performance Measures

Expenditures

Operating Statistics

Agency Expenditure Comparison

"Department Description" for the Department

Department Summary, "Department Expenditure Summary" or "Department Expenditure Detail" for the Department

Section:

Introduction

Budget Summary

Introduction

Capital Budget

Introduction

Budget Summary

Budget Summary

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Pierce Transit: over 1,000 dedicated individuals committed to moving Pierce County forward.

Public transportation offers a safe, reliable, and low-cost transportation choice. Over 50,000 boardings occur on Pierce Transit every weekday, helping people get to work, the doctor's office, or shopping. Pierce Transit works to be there for every trip. **In 2008**, while the region experienced record high gas prices, the Agency saw historic increases in bus ridership. And even though gas prices settled down, people are sticking with Pierce Transit.

Today, Pierce Transit is working to ensure efficient, innovative, and green services continue to be provided.

During these tough economic times, when the Agency is forced to make difficult decisions about service delivery, the customer's voice becomes especially important. Pierce Transit will listen carefully. Our community deserves to have viable transportation choices.





2009 BOARD OF COMMISSIONERS

Pierce Transit is a separate municipal corporation, not part of the city of Tacoma or Pierce County.

A nine-member Board of Commissioners oversees the agency. The Board is made up of elected officials.



Commissioner Dave Enslow
Small Cities and Towns
CHAIRMAN
Term Expires 5/1/10



Commissioner Mike Lonergan
Tacoma City Council
VICE CHAIRMAN
Term Expires 5/1/11



Commissioner Bill Baarsma
Mayor City of Tacoma
Term Expires 5/1/10



Commissioner Tim Farrell
Pierce County Council
Term Expires 5/1/09



Commissioner Gerald Gehring
Cities of Puyallup/
University Place
Term Expires 5/1/09



Commissioner John Ladenburg
Pierce County Executive
Term Expires 5/1/11



Commissioner Terry Lee
Pierce County Council
Term Expires 5/1/10



Commissioner Rick Talbert
Tacoma City Council
Term Expires 5/1/09



Commissioner Claudia Thomas
Lakewood City Council
Term Expires 5/1/11



2009 ORGANIZATIONAL CHART

CITIZENS OF PIERCE COUNTY

BOARD OF COMMISSIONERS

GENERAL COUNSEL

CHIEF EXECUTIVE OFFICER
Lynne Griffith

CLERK OF THE BOARD,
ASSISTANT TO CEO
Treva Percival

EXECUTIVE DEPARTMENT Lynne Griffith, Chief Executive Officer

Department Admin

Public Affairs

OFFICE OF PUBLIC SAFETY

- Office Admin
- Emergency Planning & Occupational Safety
- Physical Security
- Transit Police
- Uniform Security

TRANSPORTATION SERVICES DEPARTMENT Sam Desue, Vice President

Department Admin

OFFICE OF CUSTOMER SERVICE & QUALITY ASSURANCE

- Office Admin
- Field Customer Service
- Fixed Route Customer Service
- Operations Communications Admin
- Operations Communications Operations
- SHUTTLE Customer Service

OFFICE OF FLEET MAINTENANCE

- Office Admin
- Maintenance Automotive
- Maintenance Bus
- Maintenance Training

OFFICE OF OPERATIONS

- Office Admin
- Bus Safety & Training
- Fixed Route Admin
- Fixed Route Operations
- Service Support Admin
- Service Support Operations
- SHUTTLE Administration
- SHUTTLE Operations

OFFICE OF OPERATIONS SCHEDULING

- Office Admin
- Fixed Route Dispatch Admin
- Fixed Route Dispatch
- Planning
- Scheduling

TRANSIT DEVELOPMENT DEPARTMENT Gregg Snyder, Vice President

Department Admin

Facilities Management

OFFICE OF SERVICE PLANNING

- Office Admin
- Bus Stop Program
- Capital & Construction Projects

HUMAN RESOURCES & TECHNOLOGY DEPARTMENT Alberto Lara, Vice President

Department Admin

- ADA
- Benefits and Comp
- Employment
- Organizational Learning
- Risk Management
- 40 / 41 Fund

OFFICE OF INFORMATION TECHNOLOGY

- Office Admin
- Information Systems
- Project Management
- Telecommunications

FINANCE & ADMINISTRATION DEPARTMENT Wayne Fanshier, Vice President

Department Admin

Vanpool

OFFICE OF FINANCE

- Office Admin
- Accounting
- Budgeting
- Revenue Accounting

OFFICE OF PROCUREMENT, WAREHOUSING & ADMINISTRATIVE SERVICES

- Office Admin
- Administrative Services
- Purchasing
- Warehousing



**2009 BUDGET TRANSMITTAL
BUDGET IN BRIEF**

NOVEMBER, 2008

TO: PIERCE TRANSIT BOARD OF COMMISSIONERS, CITIZENS AND EMPLOYEES

FROM: LYNNE GRIFFITH, CHIEF EXECUTIVE OFFICER

Pierce Transit is a nationally recognized leader in the transportation industry and is committed to results. Emphasizing innovation, good stewardship of public dollars, and a desire to move the organization from “Good to Great,” Pierce Transit will provide...

- Effective and innovative services that respond to change and growth,
- A safe and attractive system that draws riders,
- Services that benefit the community and are embraced by our citizens,
- A system that is efficient, fiscally responsible, and uses resources effectively,
- A work environment that develops its employees and rewards innovation and high performance,
- A continued commitment to green technologies and strategies that respond to climate change, and
- A business approach that uses technology and best practices ensuring continual progress in moving its performance from “Good to Great.”

The global economic conditions in the recent months have required the Agency to take specific actions to ensure the Agency’s fiscal integrity and continued provision of high quality service to our community. Pierce Transit has experienced a significant decline in sales tax collections, the Agency’s primary funding source, since December, 2007. At the same time, we have seen unprecedented growth in ridership. Preserving our vital service





2009 BUDGET TRANSMITTAL BUDGET IN BRIEF



to the community has remained our top priority. In economic hard times, people, for their own budgetary reasons, turn to transit.

Our first priority has been to maintain service on the street. To maintain a safe, secure, and fiscally sustainable operation, the Leadership Team and I have made difficult, but necessary, decisions about the near and long term financial needs of Pierce Transit.

After extensive review, throughout the year, over \$5.7 million of expenditures was eliminated from the 2008 Budget. In anticipation of a \$17.5 million 2009 Budget shortfall, we cut \$14.5 million of expenditures from the original requested 2009 Budget. Actions included a hiring freeze, travel restrictions, and the delay of capital projects. Actions also included the release of all temporary and contract employees, except project specific, elimination of 31 vacant positions, and release of 17 employees. The Agency is providing assistance in finding employment to affected employees.

These reductions have required a redistribution of resources and programs across the Agency to maximize efficiencies, and reduce redundancies. Some work functions have been consolidated with other departments to lower costs, improve our processes, and improve coordination between the Agency's planning and operations functions. The redistribution is reflected in the enclosed organization chart. Arriving at these decisions has been difficult. Providing quality, safe, and reliable services to our customers and the community, and creating an excellent work environment for our employees will always be our first priority.

The changes made allow the Agency to present a balanced 2009 Budget and continue to fund current service levels. The Six-Year Financial Plan is sustainable at the 2009 Budget level through 2011. Beyond that time, new funding will be necessary to continue Pierce Transit's current operating commitments.



2009 BUDGET TRANSMITTAL BUDGET IN BRIEF



There are no service increases currently planned for 2009 – 2014. The 2009 Budget does include funds for a service redesign study to improve efficiency and productivity. It also continues the development of our Public Safety Department. It coordinates in-house police resources, the off-duty uniformed police officers, in-house security, technology such as cameras on buses, and local and regional emergency preparedness. This helps to ensure the safety of our employees and customer safety while using the system.

While the issues we face are difficult, the Agency continues to see a promising and exciting future for Pierce Transit. Project Innovation (PI), an employee driven process for improving the Agency, will continue into 2009 in an effort to identify ways to use our resources more effectively and attract new riders. On October 31, 2008 the Board of Commissioners reviewed the 2008 team work products and recommendations and supported initiatives that advanced the Board's commitment to green technologies and strategies, workplace wellness, internal process improvement, enhanced safety, and transit system redesign.

Additionally, the Board set a strategic direction for creating a sustainable business model for the future. The guiding principles for sustainability are:

1. We operate and act from a **unified strategy** and objectives.
2. We demonstrate deep **respect** for our employees.
3. We **communicate** sensitively and with empathy...We keep employees up to date.
4. We make **judicious reductions**, mindful of impact on communities, customers, employees, and the cost to rebound/reinstate.
5. We continue to make **investments** in our organization, services, and employees that are essential to our long-term success (beyond the current economic situation).



2009 BUDGET TRANSMITTAL
BUDGET IN BRIEF

6. We continue developing the **board's involvement**, leadership and ownership of our plans.
7. We continually **adjust** and **adapt** our plans.

Our efforts continue to identify effective ways to meet the transportation needs of Pierce County residents. It is also important that our services contribute to the economic vitality and livability of our communities both locally and regionally. We feel the Agency is poised to respond to the needs when funding is available.

With our dedication to performance, partnerships, and innovation, we look forward to future opportunities as Pierce Transit continues its mission to achieve excellence in the provision of public transportation services.

A handwritten signature in cursive script, reading "Lynne Griffith". The signature is written in dark ink and is positioned above a horizontal line.

Lynne Griffith, Chief Executive Officer



2009 BUDGET TRANSMITTAL BUDGET IN BRIEF

In brief:

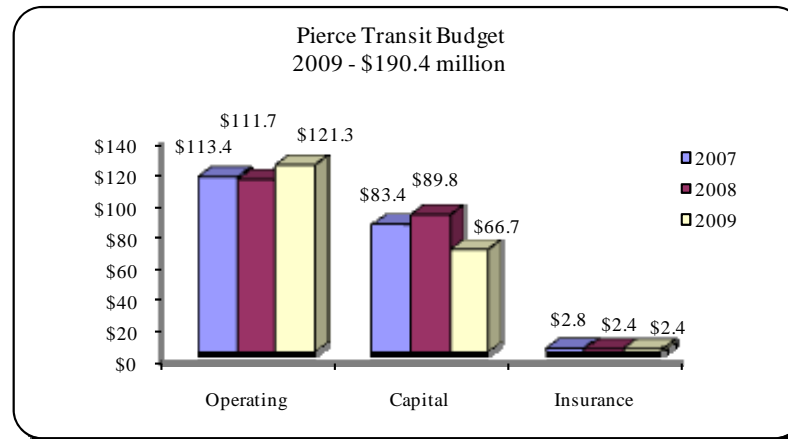
Pierce Transit is a single enterprise fund. The 2009 preliminary balanced budget totals \$190,438,300. Internal transfers are \$4,019,900 resulting in a net budget of \$186,418,400.

The Board of Commissioners appropriates all funds. The fund structure in the budget is the same as the audited financial statements.

The budget is distributed across three major categories: Operating, Capital, and Insurance. These are treated as separate funds for budget purposes.

The operating fund finances the day-to-day operations of the Agency and provides operating transfers to support capital and insurance needs. The capital fund contains revenues and expenditures associated with capital acquisitions. The insurance fund is maintained for the self-insurance expenses for liability claims, workers' compensation, and unemployment costs.

Agency Budget Summary



The operating fund is the primary fund of the Agency and includes revenue from fares, advertising, sales tax, federal (preventive maintenance and ADA service) and state grant funding, reimbursement from Sound Transit for the Seattle Express service, and interest and miscellaneous revenue. The operating budget expenditure categories include wages and benefits, maintenance, operating costs, and transfers to the capital and insurance funds.

The capital budget revenues include federal and state grant funding, Sound Transit, interest earnings, and transfers from the operating fund. Capital expenditures include replacement and expansion vehicles, capital planning for the efficient use of base facilities, maintenance equipment, and offsite improvements.

The insurance budget for administering self-insurance programs includes projected revenues for interest earnings on the insurance fund balance and transfers from the operating fund. Insurance expenditures include liability self-insurance claims, professional services, legal services, workers' compensation, and unemployment costs.



2009 BUDGET TRANSMITTAL BUDGET IN BRIEF

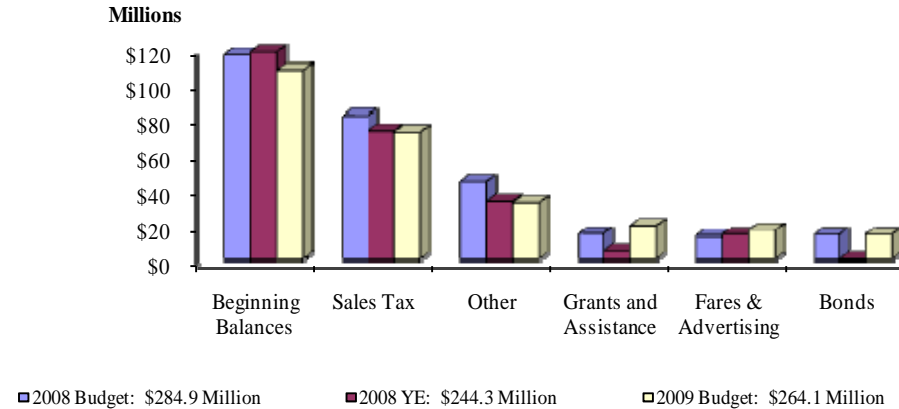
A look at the future and the past

A comparison of revenues and expenditures including beginning balances and ending balances for the total Agency 2008 Budget, the 2008 Year-End Estimates, and the 2009 Budget is shown.

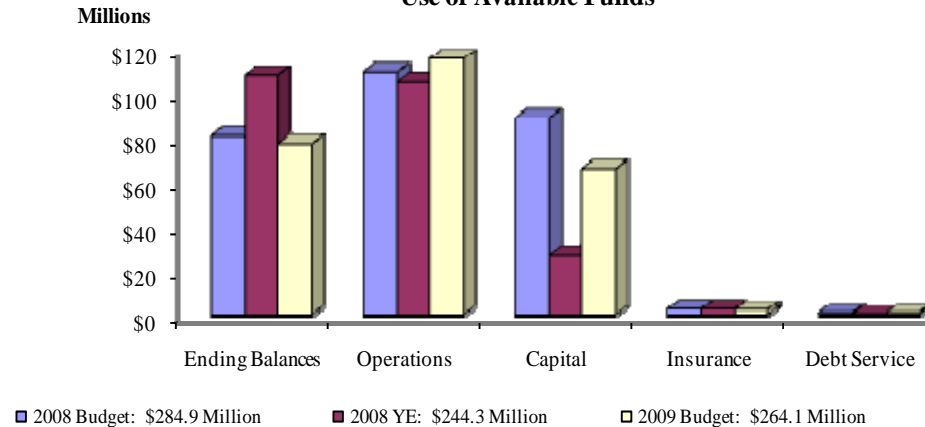
The change in 2009 revenues is a projected decrease in sales tax collections and the inclusion of \$14 million in bond proceeds. The fare increase is based on estimated ridership projections and a fare increase on January 1, 2009.

Expenditure increases are driven by personnel costs for wage and labor agreement adjustments, health and retirement benefits, supplies and materials cost increases, and capital projects including carryover projects from 2008.

Source of Available Funds



Use of Available Funds





2009 BUDGET TRANSMITTAL BUDGET IN BRIEF

In brief:

The budget includes operating revenues, operating expenditures, non-operating expenditures, and operating transfers.

Operating Revenues – Funds such as sales taxes and fares received to pay for ongoing operations.

Operating Expenditures – Funds paid for providing transportation services.

Non-Operating Expenditures – Debt Service – Amount of money required to pay interest and principal on the Agency's borrowed funds. Expenditure for Pierce County Agreement for grant exchange funds is included.

Operating Transfers – Amounts transferred from the Operating Budget to the Capital and Insurance Budgets to fund expenditures and designated balances.

Operating Budget

The 2009 operating revenues of \$121,469,300 support the operating expenditures of \$115,291,900, non-operating expenditures of \$1,976,700, and operating transfers of \$4,019,900. Operating transfers support the self-insurance and capital programs. The operating budget revenue for 2009 is decreasing by 3.9% and operating expenditures are increasing 5.5% over 2008 Budget. The 2009 operating revenues exceed operating expenditures.

	2008 Amended Budget	2008 Year-End Estimate	2009 Budget	Budget to Budget Change	
				Amount	%
Operating Revenues	\$ 126,456,400	\$ 117,213,700	\$ 121,469,300	\$ (4,987,100)	-3.9%
Operating Expenditures	(109,238,200)	(104,716,600)	(115,291,900)	(6,053,700)	5.5%
	17,218,200	12,497,100	6,177,400		
Non-Operating Expenditures	(1,944,100)	(1,348,300)	(1,976,700)		
Operating Transfers	(982,800)	(694,700)	(4,019,900)		
Net Change - Designated Balances	\$ 14,291,300	\$ 10,454,100	\$ 180,800		

Non-Operating Expenditures include debt service for the authorized debt financing for the Agency. The 2009 Budget includes a principal and interest bond payment of \$487,000 to satisfy the debt service requirement of the 1999 refinancing bonds. A debt service payment of \$629,405 in July, 2009 is included for bond issuance of \$14 million for capital needs. The payment of \$860,300 for the Pierce County Agreement grant exchange funds is also included.



2009 BUDGET TRANSMITTAL BUDGET IN BRIEF

In brief:

The type of revenue and 2009 dollar and percent change from 2008 Budget are provided in the table and is briefly explained as follows.

Explanation of Change:

Fares –
ridership increase
fare increase

Advertising –
advertising demand

Sound Transit –
reimbursement rate
services provided

Sales Tax – estimated revenue

Interest –
investment balance
interest rates

Other – salvage sales

Operating Contributions –
Grants

Operating Revenues

	2008 Amended <u>Budget</u>	2008 Year-End <u>Estimate</u>	2009 <u>Budget</u>	Budget to Budget Change <u>Amount</u>	<u>%</u>
Operating Income					
Fares	\$ 12,322,200	\$ 13,137,200	\$ 15,865,500	\$ 3,543,300	28.8%
Advertising	900,000	963,900	962,500	62,500	6.9%
Sound Transit	18,616,900	18,616,900	20,473,000	1,856,100	10.0%
Non-Operating Income					
Sales Tax	82,113,900	73,298,700	72,565,800	(9,548,100)	-11.6%
Preventive Maintenance	6,433,300	6,861,100	6,861,100	427,800	6.6%
Interest	2,995,300	1,813,600	1,315,900	(1,679,400)	-56.1%
Other	365,900	365,900	650,000	284,100	77.6%
Operating Contributions	2,708,900	2,156,400	2,775,900	67,000	2.5%
	<u>\$ 126,456,400</u>	<u>\$ 117,213,700</u>	<u>\$ 121,469,300</u>	<u>\$ (4,987,100)</u>	<u>-3.9%</u>

Fares - Revenues are estimated based on ridership projections which are expected to grow 13.6% for the Agency in 2009. Also included is a fare increase effective January 1, 2009. This is the first increase since March, 2006. The increase is \$.25 for the local adult fare. There is no increase for senior/disabled, youth or specialized transportation (SHUTTLE) riders.

Advertising - Revenues are increasing due to projected advertising demand.

Sound Transit - Pierce Transit is under contract with Sound Transit to provide regional express services that operate within and from Pierce County. For 2009, Sound Transit is increasing service hours 5.6% from 170,379 to 179,952. The rate of reimbursement is a negotiated rate. Sound Transit also reimburses for their share of costs associated with the Tacoma Dome Station, security, liability claims, and special services.



2009 BUDGET TRANSMITTAL BUDGET IN BRIEF

Sales Tax - The 2009 sales tax projection is based on 2008 collections and economic conditions. It is a 1% decrease from 2008 year-end projections based on year-to-date August actual collections. If revenues exceed the projections, they will be used to accelerate services.

Preventive Maintenance - This source is Federal Transit Administration (FTA) 5307 Preventive Maintenance dollars of \$6,861,100 for 2009. The increase reflects the change from 2008 Budget to 2008 actual collections. No additional increase is anticipated in 2009.

Interest - Interest revenue estimates are based on investment balances and projected interest rates. Interest rates and available funds to invest have decreased significantly during 2008 resulting in a lower investable balance in 2009.

Other - This revenue category includes revenue received from parking fees at the Tacoma Dome Station, revenue from the sale of vehicles at the end of their useful life, and miscellaneous sources.

Operating Contributions - Included in the Operating Contributions are grants with Pierce County for \$71,000 for Commute Trip Reduction (CTR) administration and \$145,000 for Pierce County Employer Services Programs. The remainder of the funds provide services required by the Americans with Disabilities Act (ADA) through an agreement with Pierce County for the use of \$1,075,400 in federal formula funds and \$1,484,500 for a Washington Department of Transportation grant for special needs transportation.



2009 BUDGET TRANSMITTAL BUDGET IN BRIEF

In brief:

The 2009 budget reflects the best use of the available funds for the effective, efficient, and convenient provision of service to the community.

The type of expenditures and 2009 dollar and percent change from 2008 Budget is provided in the table and is briefly explained as follows.

Explanation of Change:

Wages –

wage adjustments

Benefits –

health premium increases

Maintenance & Operating (M&O) –

fuel prices

supplies and materials costs

Operating Expenditures

The focus for 2009 is on increasing efficiency and effectiveness, engaging communities/customers and developing, designing, and implementing innovative services.

Operating expenses for 2009 are projected to total \$115,291,900 for a 5.5% increase over the 2008 Budget. The increase of \$3,089,400 is a result of wage adjustments and increases in health premium costs. Maintenance and operating cost increases of \$2,964,300 are attributable to supplies and material costs, fuel prices, improved safety and security of our customers and employees, and inflation.

	2008 Amended <u>Budget</u>	2008 Year-End <u>Estimate</u>	2009 <u>Budget</u>	Budget to Budget Change	
				<u>Amount</u>	<u>%</u>
Wages	\$ 59,531,700	\$ 55,185,100	\$ 61,042,000	\$ 1,510,300	2.5%
Benefits	19,166,100	17,591,400	20,745,200	1,579,100	8.2%
M & O	30,540,400	31,940,100	33,504,700	2,964,300	9.7%
Total Operations	109,238,200	104,716,600	115,291,900	6,053,700	5.5%
Non-Operating Expenditures	1,944,100	1,348,300	1,976,700	32,600	1.7%
Total	<u>\$ 111,182,300</u>	<u>\$ 106,064,900</u>	<u>\$ 117,268,600</u>	<u>\$ 6,086,300</u>	5.5%



2009 BUDGET TRANSMITTAL BUDGET IN BRIEF

The fuel prices from 2008 Amended Budget and 2009 Budget are shown below.

Fuel Prices

	2008	2009	\$ Change
	Budget	Budget	2008 Budget to 2009 Budget
Unleaded	\$ 2.400	\$ 3.000	\$ 0.600
Diesel	\$ 2.670	\$ 3.250	\$ 0.580
CNG Jan/Oct	\$ 1.066	\$ 1.011	\$ -0.055
CNG Nov/Dec	\$ 1.021	\$ 0.959	\$ -0.062

The changes from the 2008 Budget to the 2009 Budget are as follows:

Wages - The 2.5% increase in wages includes budgeted wage adjustments and the annualized cost of 2008 positions. The Master Agreement with the transit union beginning July 1, 2008 is currently being negotiated.

The 2009 Budget includes 1,025 positions and 1,017.6 full-time equivalents (FTEs). There are no increases in staff positions in the 2009 Budget. A total of 48 positions have been eliminated from the 2008 Budget level due to the loss of revenue.

Benefits - Benefit costs are accelerating due to health premium increases. The Washington State Public Employees Retirement System (PERS) is scheduled to decrease the employer contribution rate from 8.31% to 8.0% of eligible wages effective July 1, 2009.

Maintenance and Operations -

Fuel - Fuel costs, representing approximately 5% of the operating budget, are increasing approximately \$892,314. Compressed Natural Gas (CNG) comprises 31% of the fuel costs. The Pierce Transit fleet is 100% CNG powered. The CNG price reflects changes in transportation charges. The diesel and unleaded costs are based on the best information available. Diesel costs are reimbursed by Sound Transit.

Purchased Transportation - The contracted purchased transportation provider fees for the SHUTTLE service reflect a 1% increase in service hours.



2009 BUDGET TRANSMITTAL BUDGET IN BRIEF

In brief:

Itemization of Budgetary Changes

The 2009 total operating budget is 5.5% above the 2008 Budget. An itemization of this increase is shown in the following chart.

Itemization of Budgetary Changes

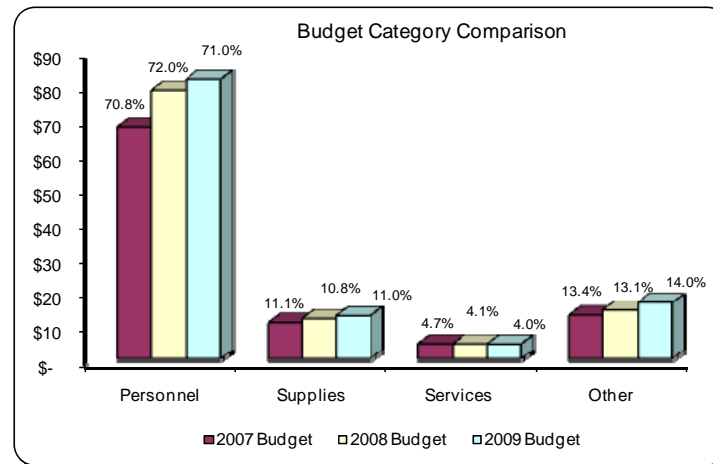
Category	% Change
Wages	1.4%
Benefits	1.4%
Services	0.0%
Supplies	-0.1%
Fuel	0.8%
Repairs & Maintenance	-0.3%
Rentals	0.0%
Utilities	0.2%
Purchased Transportation	1.0%
Other	1.2%
Total	5.5%

Debt

Non-operating Expenditures include debt service which consists of principal and interest on the 1999 Limited Sales Tax General Obligation Bonds that were issued to refinance a 1992 limited bond issue. This bond issue serially matures through December 1, 2011 with an early call provision on June 1, 2009 for the 2010 and 2011 maturities. A debt service payment of \$629,405 in July, 2009 is budgeted for an anticipated bond issuance of \$14 million for the Peninsula Park and Ride. Additional information on debt may be found in the Debt section of this document.

Budget category comparison

As shown in the graph below, while the operating budget expenditures have increased, the operating budget categories are nearly identical in all years. Personnel costs continue to be approximately 71%, supplies 11%, services 4%, and other 14% of the operating budget.





2009 BUDGET TRANSMITTAL BUDGET IN BRIEF

In brief:

The Capital Budget, including carryover from prior years, is comprised of the following categories.

Revenue Vehicles – 7%

Passenger Facilities and Amenities – 30%

Base Facilities – 29%

Technology – 28%

Other – 6%

Capital

Capital projects for 2009 are currently budgeted at \$66,717,044. Approved but unspent projects are carried over to the following budget year. The 2009 Budget contains approximately \$54 million of prior year budgeted funds (carryover) the majority of which is for the Peninsula Park & Ride at \$18.1 million and the Mobile Communications Project at \$13.7 million. Expenditures are supported by \$18.7 million in grant revenue primarily from Sound Transit and the Federal Transit Administration. Operating costs or anticipated savings associated with significant non-routine capital expenditures such as personnel, maintenance, and utility costs have been included in the operating budgets of the responsible division.

	Carryover	New	Total
Revenue Vehicles			
(Bus PLUS - 5 replacement, Vanpool - 64 replacement, Shuttle Vehicles - 28 replacement)	\$ -	\$ 4,406,960	\$ 4,406,960
Passenger Facilities and Amenities			
(Parkland Transit Center, Peninsula Park and Ride Project, Study of Tacoma Community College Transit Center)	19,197,167	1,151,830	20,348,997
Base			
(Base master plan for facility condition and efficiency, replacements related to safety and security)	15,459,245	3,571,906	19,031,151
Technology			
(Mobile Communications System, Regional Fare Integration)	16,937,775	2,092,101	19,029,875
Other			
(Support vehicles, maintenance equipment, Downtown Tacoma Signal Priority Project)	2,866,773	1,033,287	3,900,060
	<u>\$ 54,460,960</u>	<u>\$ 12,256,084</u>	<u>\$ 66,717,044</u>



2009 BUDGET TRANSMITTAL BUDGET IN BRIEF

Self-Insurance

The 2009 Budget of \$2,432,600 reflects a decrease of \$333,500 from the 2008 Amended Budget of \$2,766,100. Workers' Compensation costs are projected to decrease by 23% as a result of more effective workers' compensation claims management and the Agency's light duty program. Third Party Liability costs are projected to decrease by 4.7% from 2008. Major increases are not anticipated based on the accident history.

Ending Balances

Ending balances include the required designated balances for the operating, capital, and insurance funds. The Board of Commissioners designated balances policy follows:

Operating reserve - a minimum of two months of Agency operating expenditures

Capital reserve - a minimum amount equal to ten percent of the six-year average annual capital expenditures and fifty percent of the average annual grant funding programmed in the Six-Year Financial Plan

Insurance reserve - a level adequate to protect the Agency from self-insurance claims (currently \$3 million).



2009 BUDGET TRANSMITTAL BUDGET IN BRIEF

In brief:

“The recession of 2009 will be the deepest in thirty years.”

This is according to the Tacoma-Pierce County Chamber of Commerce Pierce County Economic Index report given during the Chamber’s Horizons 2009 forecast event. For the year as a whole, the Pierce County Economic Index (PCEI) will drop by 1.4% from its 2008 record high level. This will be the first year-over-year decline in the PCEI since the mild slowdown of 1991, when the index fell by just one-half of one percent.

“Our once strong economy, hit by a sucker punch, is down on its knees.”

The Puget Sound Economic Forecaster editors advise it would be prudent to make contingency plans for a recession. Their forecast calls for virtually no net job creation over the next four quarters.

Economic Outlook

Sales tax revenue is projected to be 60% of Pierce Transit operating revenues in 2009. The local economic conditions play a major part in the sales tax revenue generation. The sales tax rate for Pierce Transit at six-tenths of one percent is projected to generate over \$72 million dollars in sales tax revenue in 2009 nearly six percent less than the projected 2008 collections. In creating the long-term financial plan and preparing the annual budget, local conditions and issues are closely examined. A major source of information is The Pierce County Economic Index Report (PCEI). The report is provided annually and supported by major Pierce County businesses and the Tacoma-Pierce County Chamber of Commerce. This report, prepared by University of Puget Sound professors Bruce Mann, Ph.D. and Douglas Goodman, Ph.D., continues to be the foremost regional tool for planning ahead. Information from the report follows.

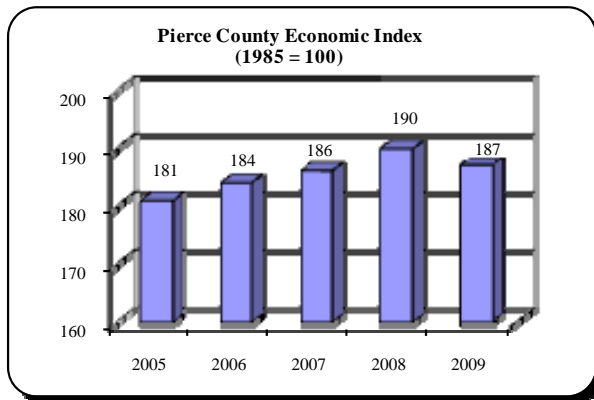
Growth in economic activity in Pierce County in the first quarter of 2009 will be at a virtual standstill. This downturn will slow labor force growth dramatically. Net job losses are anticipated for the first half of 2009. Job growth will turn positive in the second half of the year.

The 2009 annual average Pierce County unemployment rate of 6.7% will be eight-tenths of a percentage point above 2008. Pierce County’s total personal income will move up very modestly, by just 3.9%.

The population in Pierce County has been increasing faster than personal income. The result is that per capital income growth lags the increase in the total dollars of income. The downturn in the economy will significantly erode the growth of per capita income for 2009. The county-wide average income will move up by only 1.3%, increasing by just \$500 to \$40,000. Both in terms of the growth rate and the dollar amount, 2009 will be the weakest for per capita income growth in thirty years. Much of the dollar gains will be eroded by higher prices.



2009 BUDGET TRANSMITTAL BUDGET IN BRIEF



Negative pressures on the local single-family market will start to ease up as 2009 progresses. Financial relief from national initiatives to help lenders and homeowners will bring some buyers back to the market. Low prices and improvements in lending and credit markets will reestablish demand. However, adverse local economic conditions will offset some of these positive developments especially in early 2009. Market improvements will start to have positive impacts by the summer of 2009. On an annual basis, the weak first half of 2009 will be more than offset by the improvements of the second half of the year and the Housing Index will fall by 2.5%. The 2009 Housing Index will be back to its 2002 level.

Multi-family housing activity often moves just opposite to what happens in the single family market. When financing is not available or houses are not affordable, households stay in, or move into, multi-family units. In this forecast horizon, the supply of units will increase. However, there will be a shift of units from the condominium side of the market to the apartment side. This influx of new-to-the-market units will help keep rents in check and increase the vacancy rates modestly. The multi-family market will soften a little because of the slowing economy and the inability to finance home purchases but will remain very healthy.

The commercial sector vacancy rates should continue moving up with rent increase moderating during 2009. The weak local economy will dampen demand for retail space in particular. The market for medical space should continue to be the strongest sector. An increasing amount of vacant space will make this a renters market.



2009 BUDGET TRANSMITTAL BUDGET IN BRIEF

The industrial market will become a bit weaker. The space needs for manufacturing and distribution will not grow much. The increasing supply will not be matched by demand, so vacancies should move up with no upward pressure on lease or rental rates.

The Port of Tacoma has been impacted by economic factors and industry trends. However, the severity has been less than for any other U.S. West Coast container port. For 2009, overall container growth will decline a further 6.4% from 2008 levels, due mostly to decline in transpacific trade. The Port continues to have the assets that are in short supply – land next to deep water with efficient inland connections. The Port is working hard to plan and build the facilities and infrastructure required for the future. Overall, the Port will be well positioned for future growth as the U.S. economy regains momentum in late 2010 and 2011.

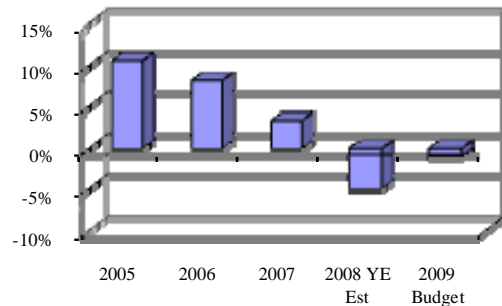
The 2008 year saw high gas prices start to impact retail spending in the summer of 2008. New and used vehicle purchases declined. Financial uncertainty, declining portfolio values, and lack of confidence made consumers cautious. Uncertainty about future conditions and worries about job prospects also dampened spending.

Dollar retail spending will start to rebound in early 2009. Eventually households do have to replace and repair what wears out, breaks and depreciates. Attractive interest rates and improved liquidity will stimulate purchases of durable goods, such as cars and appliances. Improvements will start slowly. While spending and dollar volume will increase, these increases will be less than the rate of inflation, so real retail activity will continue to fall. The 2009 holiday shopping season will be modestly better than in 2008. However, the dollar volume increase will not keep pace with inflation, so real retail activity will be off for the year.



2009 BUDGET TRANSMITTAL BUDGET IN BRIEF

Sales Tax Revenue Growth



Current sales tax projections for Pierce Transit are declining. Actual collections received through August (collections are on a two month lag) project a decrease for the year of nearly 5% from 2007. This is far below the 6.8% average collection over the last six years. Credit market concerns, weakness in the local housing market, and erosion in consumer confidence are contributing to the decline.

Conclusion

The 2008 decreases in sales tax revenue and the resulting reductions the Agency has been forced to implement including forty-eight layoffs, the current economic conditions, economists predictions, and numerous indicators reflect a need to project conservatively for 2009. As a result, the 2009 sales tax revenue estimate reflects a 1% decrease from the 2008 projected year-end collections as of the August actual collections of -5%. We are hopeful that these reductions will accurately reflect the actual collections in 2009 so we may continue to provide an adequate range of attractive transportation services that will increase the use of public transportation and benefit the community.



2009 BUDGET FACT SHEET

Fact Sheet:

A Fact Sheet is prepared to accompany resolutions presented to the Board of Commissioners. It provides information about the item in the resolution including preceding actions affecting the current request. It also includes budget information, background, alternatives, and the recommendation.



AGENDA NO: 5

AGENDA DATE: 12/08/08

FACT SHEET

TITLE: Adoption of the 2009 Budget

DEPARTMENT: Finance, Audit & Administration

ORIGINATOR: Wayne Fanshier

PRECEDING ACTION: Budget Study Session December 8, 2008

COORDINATING DIVISION: All

APPROVED FOR SUBMITTAL:

APPROVED FOR AGENDA:


Vice President

Chief Executive Officer

Legal Counsel

ATTACHMENTS: Resolution

BUDGET INFORMATION

2009 Budget Appropriations		
	Expenditures	Revenues
Operating Budget		
Operating	\$ 115,291,900	\$ 37,301,000
Non-Operating	1,976,700	81,392,400
Operating Contributions	-	2,775,900
Operating Transfers	4,019,900	-
Change in Designated Balances	-	(180,800)
	<u>121,288,500</u>	<u>121,288,500</u>
Capital Budget		
Operating	66,717,200	19,517,100
Bonds	-	14,000,000
Operating Transfers	-	2,500,000
Use of Designated Balances	-	30,700,100
	<u>66,717,200</u>	<u>66,717,200</u>
Insurance Budget		
Operating	2,432,600	484,000
Operating Transfers	-	1,520,000
Use of Designated Balances	-	428,600
	<u>2,432,600</u>	<u>2,432,600</u>
Total Appropriations	190,438,300	190,438,300
Less Operating Transfers	(4,019,900)	(4,019,900)
Net Budget	<u>\$ 186,418,400</u>	<u>\$ 186,418,400</u>



2009 BUDGET FACT SHEET

FACT SHEET PAGE 2

Explanation: The 2009 Budget totals \$190,438,300 for the operating, capital, and insurance budgets. Of this amount, \$4,019,900 is internal transfers, which leaves a net budget of \$186,418,400.

BACKGROUND: Pierce Transit's 2009 Budget is ready for adoption. Pierce Transit fixed route service will decrease hours by 0.8%, service miles by 3.2%, and increase ridership by 12.2%. Sound Transit express bus service hours will increase 5.6%, service miles 3.5%, and ridership 23.3%. Pierce Transit and Sound Transit combined, anticipate annual service hours of 840,893, service miles of 13,358,015, and 17,420,325 in overall fixed route ridership. Specialized Transportation (SHUTTLE) ridership is projected to increase by 7.2% for a total of 467,292, and Vanpool ridership by 15.3% to 917,000. The combined total Agency annual ridership is expected to be 18,804,620.

To provide the planned level of service (Local, Bus PLUS, Express, SHUTTLE and Vanpool), the Agency's combined budget is \$190,438,300. Of this amount, \$4,019,800 represents internal transfers, which leaves a net budget of \$186,418,400. The three components that make up this amount are the Operating Budget (64%), Capital Budget (35%), and Insurance Budget (1%).

Operating expenditures are budgeted at \$121,288,500. This includes Non-Operating expenditures of \$1,976,700, and Operating Transfers of \$4,019,900. Operating expenditure increases of 5.5% over 2008 are a result of wage adjustments and increases in health premium costs. Maintenance and operating cost increases are attributable to supplies and material costs, fuel prices, improved safety and security of our customers and employees, and inflation.

The 2009 Budget includes 1,025 positions and 1,017.6 full-time equivalents (FTEs). There are no increases in staff positions in the 2009 Budget. A total of 48 positions have been eliminated from the 2008 Budget level due to the loss of revenue.

Capital projects for 2009 are budgeted at \$66,717,200. Included are funds for vehicles, construction, administrative and maintenance equipment, and off-site improvements. Approved but unspent projects are carried over to the following budget year. The 2009 budget contains approximately \$54 million of prior year budgeted funds (carryover) the majority of which is for the Peninsula Park & Ride at \$18.1 million and the Mobile Communications System at \$13.7 million.

The insurance budget of \$2,432,600 reflects a decrease of \$333,500 from 2008. Workers' Compensation costs are projected to decrease by 23% as a result of more effective workers' compensation claims management and the Agency's light duty program. Third Party Liability costs are projected to decrease by 4.7% from 2008.

Revenue to support the 2009 budget will come from a variety of sources. Given the current economic situation, the sales tax revenue projections are 1% lower than 2008 projected year-end. The operating budget's revenues include \$72,565,800 million in sales tax, \$15,865,500 million in passenger fares, \$6,861,100 from the Federal Transit Administration (FTA) for preventive maintenance, and \$20,473,000 for the Sound Transit service reimbursement. Funds to support the capital budget are provided by Federal Transit Administration grants, Sound Transit, and local revenues. Local revenues also fund the insurance budget.



2009 BUDGET FACT SHEET

FACT SHEET PAGE 3

The Agency will begin 2009 with \$108,595,700 in designated balances and end 2009 with \$77,647,800. The ending balance consists of \$67,266,600 in the operating reserve, \$7,381,200 in the capital reserve, and \$3,000,000 in the insurance reserve. Capital reserves are decreasing as of result of project completions. These reserves meet the Pierce Transit Board of Commissioners adopted reserve policy and provide funding over the Six-Year Financial Plan.

ALTERNATIVES: The Agency is required to have an adopted budget for 2009. The Board, prior to that time or anytime throughout the budget year, can make modifications to the budget.

RECOMMENDATION: Adoption of the 2009 Budget



Resolution:

The resolution is the legal documentation of the formal action taken by the Board of Commissioners. It provides authority for the Agency to implement the action.

2009 BUDGET RESOLUTION

RESOLUTION NO. 08-043

A RESOLUTION of the Board of Commissioners of Pierce Transit
Adopting the Annual Budget for Fiscal-Year 2009

WHEREAS, the Chief Executive Officer has prepared a preliminary budget for Fiscal Year 2009; and

WHEREAS, the Board of Commissioners of Pierce Transit has carefully reviewed the preliminary budget; and

WHEREAS, the Board of Commissioners of Pierce Transit has now determined that the preliminary budget assures the efficient and satisfactory delivery of public transportation services to the residents within the boundaries of Pierce Transit; and

WHEREAS, the 2009 Budget proposes service to provide 18,804,620 passenger trips, and the service requires a workforce of 1,025 positions; and

WHEREAS, the Board of Commissioners of Pierce Transit has recognized that the salaries and wages in the 2009 Budget may represent partial compensation; and

WHEREAS, applicable state law requires that the Board of Commissioners of Pierce Transit declare the salaries and wages paid to the non-bargaining personnel on and after January 1, 2009, to be partial compensation for services rendered on and after January 1, 2009, in order to permit any retroactive compensation changes; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of Pierce Transit as follows:

Section 1. The annual budget for Pierce Transit for Fiscal Year 2009 as determined in the preliminary budget which was reviewed by the Board of Commissioners to its final form and content and, by this reference, incorporated herein as though fully set forth, and the same is hereby adopted as the annual budget for Pierce Transit for Fiscal Year 2009.

Section 2. The summary of the total estimated revenues and expenditures for appropriations for each separate fund of Pierce Transit and the aggregate totals for all funds combined are as follows:



2009 BUDGET RESOLUTION

1	2009 Appropriations		
2		Expenditures	Revenues
3			
4	Operating	\$121,288,500	\$121,288,500
5	Capital	66,717,200	66,717,200
6	Insurance	<u>2,432,600</u>	<u>2,432,600</u>
7	Total Appropriations	190,438,300	190,438,300
8			
9	Less Operating Transfers	<u>(4,019,900)</u>	<u>(4,019,900)</u>
10			
11	Net Budget	<u>\$186,418,400</u>	<u>\$186,418,400</u>
12			

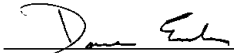
13 Section 3. The Chief Executive Officer is hereby authorized to staff up to 1,025 positions to
14 meet the objectives of the 2009 Budget.

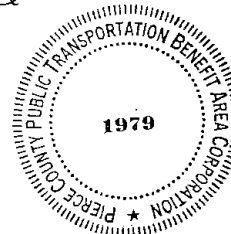
15 Section 4. The salaries and wages paid to the non-bargaining personnel on and after
16 January 1, 2009, are only partial compensation for services to be rendered to Pierce Transit during the first pay
17 period commencing on or after January 1, 2009 and pay periods thereafter.

18 ADOPTED by the Board of Commissioners of Pierce Transit at a regular meeting thereof held
19 on the 8th day of December, 2008.
20

ATTEST:


Treva Percival, CMC
Clerk of the Board


Dave Enslow, Chairman
Board of Commissioners



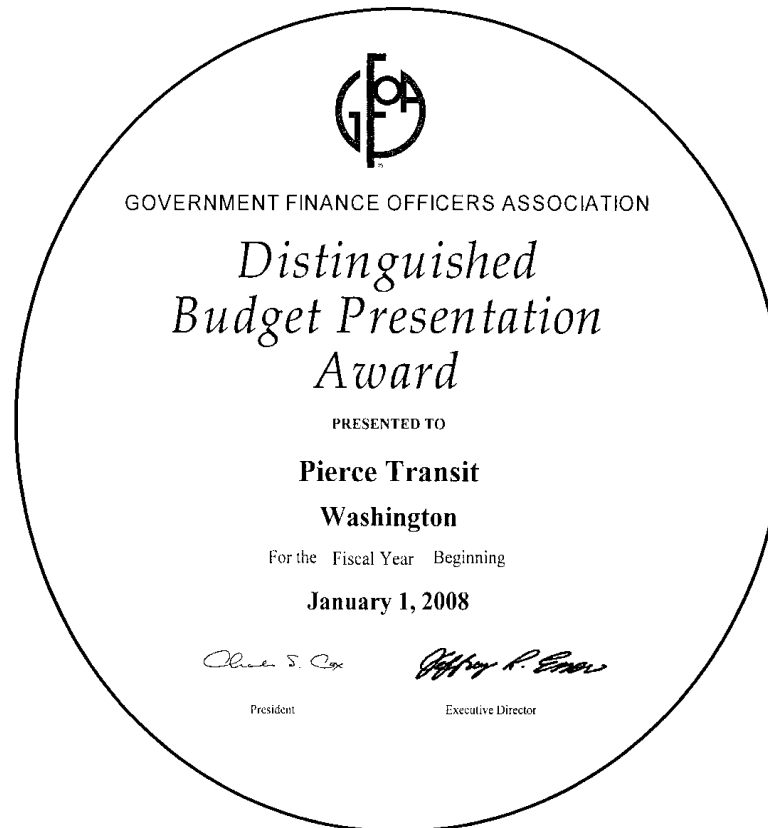




2009 BUDGET
GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)
DISTINGUISHED BUDGET PRESENTATION AWARD

*The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Pierce Transit, Washington** for its annual budget for the fiscal year beginning **January 1, 2008**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.*

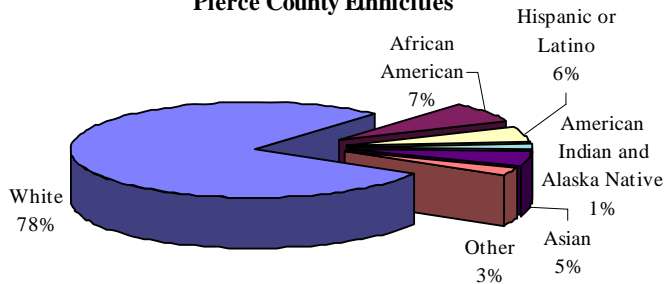
This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





2009 BUDGET OUR COMMUNITY

Pierce County Ethnicities



Pierce County is ideally located in the central Puget Sound region. As a gateway to the Pacific Rim, Pierce County ranges from the shores of Puget Sound to Mount Rainier. The largest city, Tacoma, is located just 36 miles south of Seattle and 28 miles north of the state capital, Olympia.

Pierce County's official and most recent 2007 population estimate is 805,400 according to the state Office of Financial Management up from 586,000 in 1990. There is an increase of 14,900 from the prior year, 3% for unincorporated and about 1% for the incorporated population.

According to the 2000 Census, the Pierce County population of 733,700 was comprised of 50% female, 34% under 18 years of age, and 10% over 65. Ethnicities include 78% white, 7% black or African American, 5.5% Hispanic or Latino, 1.4% American Indian and Alaska Native, 5.1% Asian, and 3% other persons. Foreign-born persons represent 8% of the population. Eighty-seven percent are high school graduates and 21% have a bachelor's degree or higher.

The diverse and rich culture is evidenced by the African American Museum, Chihuly at Union Station / International Glass Museum, Children's Museum, Tacoma Art Museum, Washington State History Museum, more than 36 denominations and religions with over 600 places of worship, and an estimated 32,000 Indian people served by the Puyallup Tribe.

The English Sea Captain George Vancouver explored Puget Sound in 1792. Later, the Hudson's Bay Company established a fort and trading post. In 1854, Job Carr chose a spot for what he hoped would become the terminus for the Northern Pacific Railroad (NP). The NP arrived in 1873, creating growth for Tacoma to become one of the Pacific Northwest's leading cities. The County of Pierce was created on December 22, 1852 by the Territorial Legislature of Oregon.



2009 BUDGET OUR COMMUNITY



Today, Pierce County with 24 cities and towns contains a diverse economy and is home to the deep water Port of Tacoma convenient to Pacific Rim Trade; world class firms including Boeing, Intel, and the Frank Russell Company; and three major military installations employing approximately 33,000 military and civilian employees. The major industries include the manufacturing of aerospace equipment, plastics, machinery, food products, and electronics. Wholesale/distributing, healthcare, and tourism also contribute to the vitality of the county. Agricultural products include berries, lettuce, beans, cabbage, radishes, and green onions. The county also is the number one producer of the nation's rhubarb supply and is second in the state for tulips and daffodils.

The Pierce County Economic Index reports the rate of job growth in Pierce County during 2009 will be just .6%, this translates to about 2,400 new workers. On an annual basis, the Pierce County unemployment rate for 2009 will average 6.7%. Since 2004, the local unemployment rate has been below 6%. For most local economies, this represents a good balance between job growth and increases in the labor force.

The Pierce County personal income growth will be 3.9% in 2009. Most of this dollar growth will be due to inflationary effects, not new jobs or improved productivity. The growth will be 1.3% during 2008 as good job opportunities continue to be created. The median household money income in 1999, as provided in the 2000 Census data, was \$45,204 and the per capita money income was \$20,948. The average income for a Pierce County resident will be about \$37,000 by the end of 2008, up from \$31,600 in 2004 for a 17% gain in four years.

Pierce County is a multi-model transportation community supported by two ferry systems, a major port, an extensive transit system, a freight rail network, numerous small airports, and a network of state and local roadways. Tacoma Link Light Rail runs in downtown Tacoma and an all-rail connection from Tacoma to Seattle is provided by the Sounder. A new suspension bridge was opened in 2007 parallel to the existing Narrows Bridge to create a safer, less-congested access from the Key Peninsula to Interstate 5 (I-5).





2009 BUDGET OUR COMMUNITY



The pair of mile-long suspension bridges are the fifth longest in the United States connecting Tacoma and the Gig Harbor peninsula. I-5 slices through Pierce County from north to south. By 2020, the daily vehicle miles traveled by the population is anticipated to grow from its present 13.9 million to 19.2 million trips, a 38% increase. With time being lost for residents and businesses, transportation has reached a critical point. Projects are being identified and, in some cases, funded and completed or are under construction. Transportation is an integral part of making Pierce County more livable.

Educational opportunities abound in the county with a branch campus of the University of Washington, two private university campuses, two technical colleges, two community colleges, and a number of private educational institutions.

A wide variety of entertainment options are available with extensive waterfront development, a Museum of Glass, featuring Chihuly glass, a historic 1,186 seat theater, the largest wooden domed arena in the world with an exhibition hall that hosts numerous events, the sixth largest fair in the world, and a Sound-to-Narrows marathon. There are also excellent skiing conditions with Crystal Mountain Ski Resort located in Pierce County. Recreation areas include Mount Rainier National Park, six state parks located on salt water, Northwest Trek, and Point Defiance Park, second in size to New York City's Central Park.

The Tacoma-Pierce County area is one of the five regions designated America's Most Livable Places for 2004 by the Washington, D.C. based Partners for Livable Communities. Criteria included preparation for the new economy; investments to the civic center or "regional living rooms"; housing opportunities; regional cooperation; events and celebrations; leadership and teamwork; neighborhood innovations; the environment; resources for human development; and finance. For the second time in 2007, the City of Lakewood was named one of the 100 Best Communities for Young People by America's Promise – The Alliance for Youth. The organization challenges communities to make commitments to improving conditions for children.



2009 BUDGET OUR CUSTOMERS

In brief:

Commuters



Non-commuters Students



As stated in the Agency's Mission, Pierce Transit's primary purpose is to deliver outstanding transportation services that match our customers' needs. To that end, Pierce Transit has designed services to match the needs of both choice riders and people without access to private vehicles. Choice riders elect to use our service rather than use other available transportation, while others may have no other means of transportation.

The majority of choice riders are commuters who use our local fixed route system as well as the express services between Tacoma, Seattle, Sea-Tac, Auburn, Olympia, and Gig Harbor. The express service is specifically designed to compete with the automobile in terms of travel time, which makes it appealing to those who have other means of transportation. Another service primarily used by choice riders is the rideshare service. Customers use this service to coordinate vanpools and carpools with others who have similar destinations.

Customers without private vehicles make up approximately 40% of the Agency's local fixed route ridership. They are generally workers or students who use the local service and Specialized Transportation (SHUTTLE) services to conduct their daily living. For many using our SHUTTLE service, Pierce Transit provides the only means of mobility. Nearly a third of the riders are under 24 years of age and are equally split male and female. The average length of time riders have been using the service is a little over five years with 33% riding ten or more years.

Pierce Transit's service offerings include rail feeder routes that link outlying park-and-ride lots with Sounder stations connecting the buses with trains into Seattle. These routes are proving increasingly popular with riders.

Potential riders are encouraged to use transit services through the Commute Trip Reduction program providing one-stop information for employers, employees, and the general public for commute option programs.



In brief:

Public Transportation Benefit Area
(PTBA)

Metropolitan Municipal Corporation
of the State of Washington

Authorized to perform the function
of public transportation in
Pierce County



**2009 BUDGET
AGENCY OVERVIEW**

The Pierce County Public Transportation Benefit Area Corporation, commonly referred to as Pierce Transit, is a municipal corporation formed under authority of Chapter 36.57A of the Revised Code of Washington. Commonly known as "Pierce Transit," the Agency provides transportation services in the urbanized area of Pierce County.

The Authority's service area includes the incorporated cities and towns of Bonney Lake, Buckley, DuPont, Edgewood, Fife, Fircrest, Gig Harbor, Lakewood, Milton, Orting, Pacific, Puyallup, Ruston, Steilacoom, Sumner, Tacoma and University Place, along with some unincorporated areas of Pierce County. It covers approximately 414 square miles containing an estimated population of 749,350 as reported by the state Office of Financial Management as of September 22, 2008.

Pierce Transit has been providing public transportation to the people of Pierce County since 1980, when the Public Transportation Benefit Area (PTBA) was created. A map of the Pierce Transit service area is located in the Appendix of this document. Ridership on the system has grown from 9.4 million in 1980 to 18.8 million projected for 2009.

The system has evolved from one focused primarily on fixed-route services to a broad-based system offering a range of services in an increasingly diverse market base. Pierce Transit offers a variety of service types including: local fixed route, express fixed route, BusPLUS specialized transportation (SHUTTLE), and rideshare/vanpools. In addition, rideshare matching services and commute trip reduction assistance is provided to local and regional employers.



2009 BUDGET AGENCY OVERVIEW

Board of Commissioners

Nine members

Three-year term

Elected officials

The nine member Pierce Transit Board of Commissioners is responsible for governance of the Agency. All members must be elected officials of the jurisdiction they represent. The Board has three members of the Tacoma City Council, a member of the Lakewood City Council, three members of the Pierce County Government, one member rotated between the cities of Puyallup and University Place, and a member selected by the remaining small cities and towns within the boundary of Pierce Transit. Dave Enslow, Commissioner for Small Cities and Towns, is the chairman of the Board of Commissioners. The vice-chairman is Commissioner Mike Lonergan. The current members are shown on the Board of Commissioners page in this section.

Agency

Departments

Pierce Transit's organization includes five departments: Executive, Transportation Services, Transit Development, Human Resources & Technology, and Finance, Audit & Administration. The Chief Executive Officer and each department vice president comprise the Executive Team, which oversees the operation of the Agency.

Offices

The departments are organized by offices and divisions. A description of each department is found in the Department tabs.

Divisions

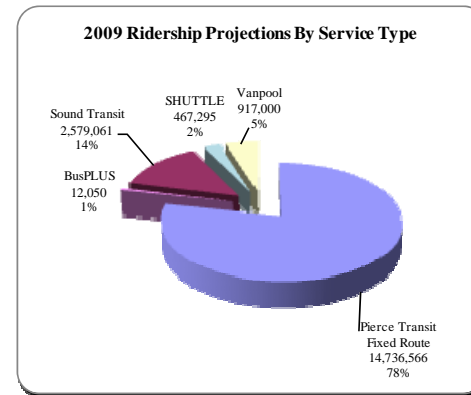


2009 BUDGET SERVICES PROVIDED BY PIERCE TRANSIT

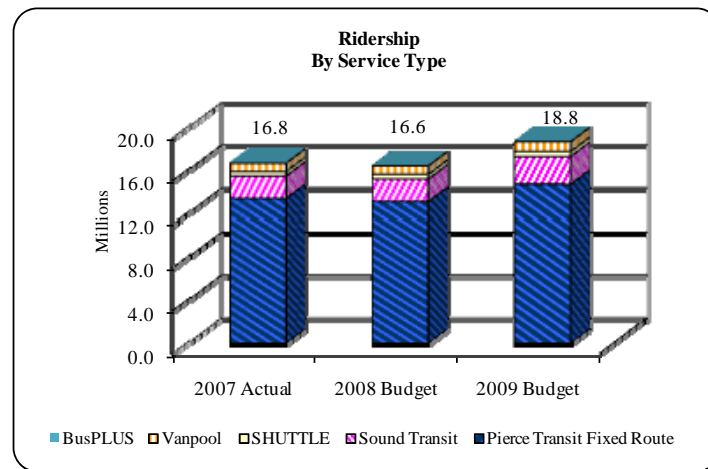
In brief:

Pierce Transit offers a broad range of services in an increasingly diverse market base. The variety of services includes: local fixed route, express fixed route, BusPLUS, Sound Transit fixed route, specialized transportation (SHUTTLE), and rideshare/vanpools.

The type of service and number of riders and percent of total for 2009 is projected as follows:



Agency ridership has grown over the last three years. Ridership is projected to increase 13.6% in 2009 over the 2008 Budget. Pierce Transit Fixed Route Local, Express, and BusPLUS are projected to increase 12.2%, Sound Transit by 23.3%, SHUTTLE by 7.2%, and Vanpool by 15.3%.





2009 BUDGET SERVICES PROVIDED BY PIERCE TRANSIT

Pierce Transit Fixed Route

Local

Local fixed route bus service is provided along 43 routes throughout Pierce County. One hundred percent of this service is wheelchair accessible. The local fixed route service begins at 4:11 a.m. with the last bus ending its service day at 12:57 a.m. Fixed route service is centered on a network of transit centers and park and ride lots. This system allows for more efficient operations by coordinating service between transit centers and park and ride lots, which provide convenient route connections and time transfers. These facilities are located in high pedestrian traffic areas such as the Tacoma Mall, Tacoma Community College, Parkland, Southeast Tacoma (72nd St.), Puyallup, Tacoma Dome, Lakewood, and Commerce Street. With nearly 15 million passenger boardings expected in 2009, local fixed route bus service constitutes the largest portion of the Agency's mix of services and accounts for 79% of the Agency's total ridership.

Express

Pierce Transit provides four commute hour express routes. Separate routes link Downtown Tacoma with South Hill and Gig Harbor. Two Olympia Express routes provide service between Pierce County and Downtown Olympia.

BusPLUS

Beginning in September 2003, Pierce Transit initiated a new service category called BusPLUS. BusPLUS routes generally combine some features of both fixed route services and demand-responsive services. While each route is tailored to meet the particular operating circumstances, BusPLUS routes typically permit some degree of user-initiated deviations from set routes or schedules (e.g., allowing customers to request a pick-up at off-route locations where pick-ups occur only on a prior reservation basis). BusPLUS services are especially suited to neighborhoods that lack the density or urban form to support conventional fixed route services.





2009 BUDGET SERVICES PROVIDED BY PIERCE TRANSIT



Sound Transit

Pierce Transit operates nine express routes that are funded by Sound Transit. They link Pierce County with destinations in King County, including Downtown Seattle, the University of Washington, SeaTac Airport, and Downtown Auburn. Sound Transit express services also link Bonney Lake and Sumner with Downtown Tacoma. With the construction of High Occupancy Vehicle (HOV) lanes along the I-5 corridor, Sound Transit express routes effectively compete with private automobiles in terms of travel time. In 2009, it is estimated that Sound Transit will account for approximately 14% of the Agency's total ridership. Express service begins at 2:42 a.m. and ends at 12:57 a.m.

Specialized Transportation (SHUTTLE)

The Specialized Transportation Division (SHUTTLE) offers ADA paratransit service to individuals who are not able to utilize Pierce Transit's fixed route services. It will provide approximately 467,000 passenger trips in 2009, nearly 3% of the Agency's total ridership. The service covers the same areas served by the local fixed route system and operates during the same hours using lift-equipped vehicles.

Rideshare/Vanpools

Pierce Transit's rideshare program was implemented in 1982. Pierce Transit helped form a Regional Ridematch system in 1991, a state-wide system in 2005, and actively participates in keeping this system up to date so that ridematch services can be provided to individuals who have similar commute origins and destinations. This web-based system currently has a base of over 19,000 names from which to match carpools and vanpools and now spans three states. WSDOT released an RFP in late 2008 to replace the current system; Pierce Transit participates on the design and implementation team.

The Agency's Vanpool program was added to its mix of services in 1987. A vanpool is a group of 5 to 15 people sharing a ride in a mini, 12, or 15-passenger van. During 2009, the Vanpool program will operate a total of 321 vehicles (including 1 lift-equipped).





2009 BUDGET
SERVICES PROVIDED BY PIERCE TRANSIT



Pierce Transit owns, maintains, manages, insures, and licenses the fleet. The nearly 2,500 participants in the Agency's vanpool program pay approximately 85 percent of the program's administration and operating costs through fares. In 2009, the vanpool program will provide approximately 917,000 passenger trips for approximately five percent of the Agency's total ridership. The special use van program, a subset of the vanpool program, will provide about 30,000 passenger trips. A special use van is a 15-passenger van supplied to sheltered workshops to transport their developmentally disabled clients to and from work. Pierce Transit absorbs the cost of the vehicle acquisition, operation, maintenance, and insurance. In turn, the workshop is responsible for providing a qualified driver and scheduling daily pick-ups and drop-offs of clients. The special use van program is a creative option for reducing costs and improving service quality to people with disabilities.



2009 BUDGET PHYSICAL PLANT

The transit base:

The Agency headquarters facility is a 20-acre maintenance, operations, and administrative center located at 3701 96th Street SW in Lakewood, Washington.

Additional facilities owned and/or maintained by Pierce Transit include transit centers and stations, park and ride lots and bus stops.

Other facilities and those served jointly by Sound Transit and Pierce Transit are also included in this section.



Transit Centers and Stations

- ❖ **72nd Street Transit Center** - The 72nd Street Transit Center is located on the northwest corner of E. 72nd Street and Portland Avenue E in Tacoma. This facility has a 68-stall park & ride lot and is served by five bus routes making 308 weekday trips to this facility.
- ❖ **Commerce Connections Transfer Facility** - Located along Commerce Street between S. 9th and S. 13th Streets in Tacoma's downtown core, Commerce Connections includes a customer service office (The Bus Shop), ten passenger boarding zones, and a bus turnaround/layover facility. Each weekday 24 bus routes make 1,253 trips through this location.
- ❖ **Lakewood Towne Center Transit Center** - This facility is located in the northern peripheral area of the Lakewood Towne Center. It is served by 10 bus routes making 807 trips through this facility each weekday.
- ❖ **Parkland Transit Center** - The Parkland Transit Center is located on the northwest corner of Pacific Avenue and S. 121st Street in Parkland. Each weekday, six bus routes make 422 trips through this facility, which includes a 62-stall park & ride.
- ❖ **South Hill Mall Transit Center** - The South Hill Mall Transit Center is located in Puyallup on the northwest corner of 5th Street SE. and 112th Street E., next to the south end of the South Hill Mall. Each weekday, six bus routes make 207 trips through this facility, which includes a 350-stall park & ride.
- ❖ **Tacoma Community College Transit Center** - Located on the Tacoma Community College campus on the northeast corner of S. 19th and Mildred Streets in Tacoma, this facility is served by 10 bus routes making 617 weekday trips. Adjacent to the transit center is a 95-stall park & ride.



2009 BUDGET PHYSICAL PLANT



- ❖ **Tacoma Dome Station** - This facility is located two blocks north of the Tacoma Dome on Puyallup Avenue between E Street and G Street. The Tacoma Dome Station is the Tacoma station for the Sounder Commuter Rail and Link Light Rail. The Greyhound passenger terminal is also located at the station. The 14 routes that serve this facility make a total of 495 weekday trips. It consists of a 2,363 parking stall garage, 80 of which are reserved for short-term parking for Freighthouse Square, connected to a covered waiting area that serves six local routes and seven regional express routes. Other amenities include bike lockers and racks, 24-hour security, and a customer service outlet.
- ❖ **Tacoma Mall Transit Center** - The Tacoma Mall Transit Center is located across S. 48th Street on the south side of the Tacoma Mall. Ten bus routes make 617 weekday trips through this facility.



Park & Ride Lots and Bus Stops

- ❖ **Park & Ride Lots** - Pierce Transit's fixed-route bus service operates in proximity to 21 of the 24 park & ride lots in Pierce County. Pierce Transit owns five of these lots. The Washington State Department of Transportation (WSDOT), the City of Tacoma, and other public or private entities own the remaining park & ride lots. A total of 6,589 parking spaces (including the Tacoma Dome Station, transit centers, and carpool only lots) are available within these Pierce County facilities.
- ❖ **Bus Stops** - There are over 3,300 bus stops in Pierce Transit's system. Pierce Transit owns 488 shelters and has more than 930 benches installed at bus stops throughout the system. Currently, 99.8% of the stops meet ADA accessibility standards. Those that do not were established prior to the passage of the ADA and will continue to be improved within budgetary and physical limitations.



2009 BUDGET PHYSICAL PLANT



Other Facilities

- ❖ **17th & Broadway Transit Facility** - Located on the west side of Broadway at 17th Street in downtown Tacoma. This facility provides a driver layover station and bus turnaround.
- ❖ **2410 104th Street Court South, First Transit SHUTTLE Base** - This facility is leased by Pierce Transit and is an important part of the Agency's service delivery component. This facility serves as the First Transit contract SHUTTLE base of operations. All First Transit SHUTTLE vehicles are stored and maintained at this facility.

Sound Transit facilities served jointly by Pierce Transit

- ❖ Sounder Stations at Auburn, Lakewood, Sumner, and Puyallup
- ❖ Federal Way Transit Center at 317th St. (with connections to King County Metro)
- ❖ South Hill Park & Ride
- ❖ SeaTac Airport (with connections to King County Metro) via the SR-512 Park & Ride

Other facilities served by Pierce Transit

- ❖ Link Light Rail connecting the Tacoma Dome Station, a regional hub for local and express bus and commuter service, with downtown Tacoma





2009 BUDGET BUSINESS PLANNING PROCESS

In brief:

Pierce Transit views the business planning process as integral to the success of the budget process. Multi-year financial planning contributes to key decisions regarding the service plans and allocation of resources.

The development of the budget is based on supporting the goals and objectives in the strategic plan.

The continuous planning process is reflected in the Business Planning Process chart shown in this section.

The process

Each year, municipalities are required to submit a six-year transit development plan to the Washington State Department of Transportation, the Transportation Improvement Board, and affected cities, counties, and the regional planning councils within which the municipality is located pursuant to Revised Code of Washington (RCW) 35.58.2795. Pierce Transit supplements this annual process with periodic reviews of its long-range plans and revises goals, objectives, and strategies in response to changes in the local operating environment and citizen needs.

Pierce Transit's goals and strategies are outlined in the Strategic Business Plan. It includes a forecast of service and capital facility needs through the year 2020 and is based on the region's long-range policy plan, VISION 2020. Both documents describe a vision that focuses on regional centers and emphasizes compact development patterns that support high-quality public transportation services. The broad categories make a more efficient system, make a more effective system, and keep pace with community growth. The Agency's plans are designed to be compatible with the region's goals so that the Agency may operate as a partner in regional transportation. The Strategic Business Plan was last reviewed and revised in 2003, and is updated every three to five years, or as operating conditions change. The Strategic Business Plan provides Pierce Transit with a long-term operating vision that will allow it to adapt to and evolve with Pierce County and the regional transportation market. It is based on market research, community outreach, coordination with Sound Transit plans, and the development plans of local jurisdictions. Sound Transit is the regional transit authority established to implement a regional, integrated, transit system throughout the Puget Sound area.



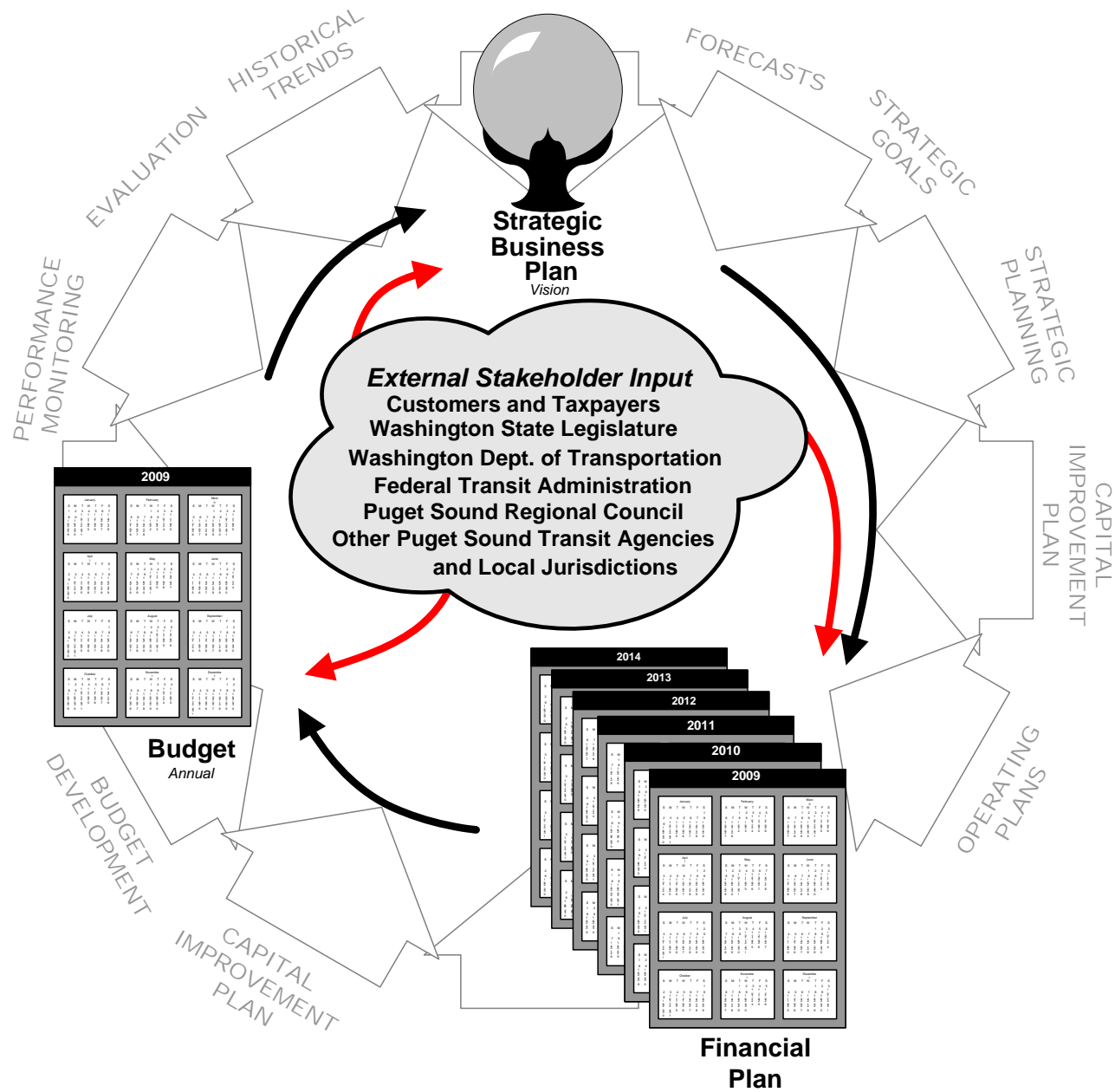
2009 BUDGET BUSINESS PLANNING PROCESS

Annually, the planning process begins with the development of the Transit Development Plan and the Six-Year Financial Plan. The six-year horizon provides a guide for planning and decision-making. Management meets to review and discuss the long-range vision and Agency mission and goals. The Board of Commissioners' strategic guidance is incorporated in the development of the objectives for the coming years. Priorities are set and resources are allocated to the areas identified through public input and market research as the most critical to the customers and communities in the service area. External stakeholders influencing the process include taxpayers, the Washington State Legislature, the Washington Department of Transportation, the Puget Sound Regional Council, other Puget Sound transit agencies, and the Federal Transit Administration.

Required elements include information as to how Pierce Transit intends to meet state and local long-range priorities for public transportation, capital improvements, significant operating changes planned for the system, and how it intends to fund the plan. It also specifically sets forth projects of regional significance, which are included in the region's transportation improvement program. It considers policy recommendations affecting public transportation that are contained in the state transportation policy plan approved by the state transportation commission and, where appropriate, adopted by the legislature. At least one public hearing must be conducted while developing the Transit Development Plan and each annual update.

The process includes performance monitoring, evaluation, and review of historical trends and forecasts. These indicators are then related to the goals that have been identified in the Strategic Business Plan. Service alternatives are analyzed, targets are set, and operating plans are evaluated. The goals, strategies, assumptions, operating statistics, personnel requirements, and overall revenue and expenditure projections from the plan form the framework for the annual budget.

BUSINESS PLANNING PROCESS





**2009 BUDGET
THE NEXT SIX YEARS
2009 - 2014**

In brief:

The Six-Year Financial Plan sets the framework for response to the Agency's policy objectives that are intended to fulfill the mission:

The six-year service plan builds upon the system vision that was first outlined in the 2003 Strategic Business Plan.

The 2009 – 2014 financial plan is sustainable at the 2009 Budget level through 2011. Beyond that time, new funding will be necessary to continue Pierce Transit's current operating commitments.

Key features of the Six-Year Financial Plan

The Financial Plan looks to the future. Capital and operating expenditures are projected to total more than \$985 million over six years while modest fund balances that provide prudent reserves to help manage future uncertainties will be maintained. Pierce Transit is heavily dependent on sales tax revenue. The rate of revenue growth is dependent on local economic conditions. If additional resources are available, it may be possible to implement services earlier than projected.

➤ **Service operations**

In response to expressed customer needs, Pierce Transit has focused on the most essential projects. During the next six years, Pierce Transit will act on these priorities to the extent funds are available.

Fixed Route Services

- Make schedule reliability adjustments
- Provide coordinated service in Steilacoom
- Return service to Allenmore
- Provide more frequent service along Market & St. Helens
- Improve service in South Hill

Specialized Transportation (SHUTTLE)

- Provide complementary paratransit services for persons with disabilities
- Provide sufficient resources to accommodate all eligible service requests
- Participate in the Pierce County Coordinated Transportation Project with State and local providers



**2009 BUDGET
THE NEXT SIX YEARS
2009 - 2014**

Pierce Transit plans to invest \$144 million in capital projects that support public transportation services. The capital plan includes funding for partnerships with local jurisdictions that will encourage transit-supportive development practices and roadway improvements.

Vanpool

- Due to financial constraints, no expansion is planned for 2009. The current plan includes adding ten vanpools in 2010 and then increasing to fifteen per year
- Work with the region's vanpool program providers to match potential customers with available vehicles
- Develop employer partnership throughout the region to reduce single occupant vehicle trips to their worksites
- Work with state and partner jurisdictions to further implement the requirements of the 2007 Commute Trip Reduction (CTR) Efficiency Act

➤ **Capital investments**

- Improve schedule reliability by working with partners to continue implementation of Transit Signal Priority and support other treatments such as queue-jump lanes and HOV bypass lanes
- Implement additional security improvements by adding digital cameras on buses
- Work with partners to install a regional smart card fare collection system
- Expansion of base facilities to meet expected increases in the Pierce Transit fleet and employees, and to accommodate the Sound Transit Regional Express

Source: Pierce Transit - Transit Development Plan 2009 – 2014

PIERCE TRANSIT
2009-2014 Six-Year Financial Plan
Operating Revenues & Expenditures

(Millions)	2008 Projected	2009 Budget	2010	2011	2012	2013	2014
REVENUES -							
BEGINNING WORKING CASH	\$56.631952	\$67.086028	\$67.266575	\$51.304901	\$26.021858	\$5.321571	-\$21.179379
OPERATING INCOME							
FARES AND PASSES							
Local Fares	10.463458	12.701691	12.828708	12.956995	15.331773	15.485090	15.639941
Express Fares (Excludes ST)	0.128596	0.147254	0.148727	0.150214	0.177745	0.179523	0.181318
Shuttle	0.345104	0.408556	0.420407	0.432731	0.521990	0.537608	0.553850
Vanpool	2.200000	2.608000	3.356220	3.594640	3.869740	3.869740	3.869740
Subtotal- Fares and Passes	13.137159	15.865501	16.754062	17.134581	19.901248	20.071961	20.244849
SALES TAX	73.298741	72.565753	74.742726	77.732435	81.619057	86.516200	91.707172
OPER. ASSIST. CTR/VANPOOL	0.080990	0.215990	0.100990	0.100990	0.100990	0.100990	0.100990
SPECIAL NEEDS PROGRAM FUNDS	1.000000	1.484542	0.494504	0.989008	0.989008	0.989008	0.989008
INTEREST	1.813566	1.315525	1.169079	1.128144	0.448587	-0.248968	0.000000
ADVERTISING							
Contract Advertising - Pierce Transit Revenue	0.963940	0.962500	1.050000	1.100000	1.100000	1.100000	1.100000
SOUND TRANSIT							
ST Express Reimb.	17.566731	18.970821	20.407331	21.585402	22.838638	24.172426	25.592587
ST TDS Reimb.	0.555230	0.994576	1.044305	1.086077	1.129520	1.174701	1.221689
Special Service	0.210000	0.222600	0.233730	0.243079	0.252802	0.262914	0.273431
Other ST Reimb.	0.285000	0.285000	0.285000	0.285000	0.285000	0.285000	0.285000
MISCELLANEOUS							
Operating Grant (5307)/Pierce County	1.075376	1.075376	1.075376	1.075376	1.075376	1.075376	1.075376
Preventive Maint. (5307) / ADA	6.861081	6.861081	6.861081	6.861081	6.861081	6.861081	6.861081
Other Miscellaneous	0.365947	0.650000	0.200000	0.200000	0.200000	0.200000	0.200000
TOTAL OPERATING INCOME	117.213760	121.469266	124.418183	129.521173	136.801307	142.560690	149.651183
TOTAL REVENUES & WORKING CASH	\$173.845712	\$188.555294	\$191.684757	\$180.826073	\$162.823165	\$147.882261	\$128.471804

PIERCE TRANSIT
2009-2014 Six-Year Financial Plan
Operating Revenues & Expenditures

(Millions)	2008 Projected	2009 Budget	2010	2011	2012	2013	2014
EXPENDITURES -							
Ongoing Operations							
Wages	\$55.185123	\$61.042042	\$64.777849	\$68.031200	\$71.450241	\$75.043550	\$78.820157
Benefits	17.591420	20.745221	22.895006	24.746739	26.762658	28.958230	31.350432
M & O	13.665818	15.674234	17.911310	18.627763	19.372873	20.147788	20.953700
Fuel	6.460496	6.309842	8.281595	8.464538	8.997504	9.342862	9.684674
Parts	3.921679	3.417988	3.643255	3.788985	3.940545	4.098166	4.262093
Purchased Trans.	7.812844	8.001629	8.715427	8.988313	9.272366	9.568045	9.875827
Special Projects							
Bridge Tolls	0.079253	0.101103	0.237540	0.248760	0.322425	0.333900	0.345375
Communications Syst. Operations	0.000000	0.000000	0.540000	1.900000	2.020000	2.640000	2.778300
Base Expansion Operations	0.000000	0.000000	0.100000	0.100000	0.100000	0.100000	0.100000
TOTAL EXPENDITURES: w/out Debt Payment and Depreciation	104.716633	115.292058	127.101983	134.896299	142.238613	150.232541	158.170559
Non-Operating Costs							
Long-Term Debt	0.488000	0.487000	0.484000	0.480000	0.000000	0.000000	0.000000
Bonds Debt	0.000000	0.629405	1.258809	1.258809	1.258809	1.258809	1.258809
Payments to Pierce Co for 5307 Agreement	0.860301	0.860301	0.860301	0.860301	0.860301	0.860301	0.860301
Subtotal	1.348301	1.976706	2.603110	2.599110	2.119110	2.119110	2.119110
EXPENDITURES (w/ Debt & Reimbursements)	106.064934	117.268764	129.705093	137.495408	144.357722	152.351651	160.289669
CURRENT REVENUES LESS CURRENT EXPENDITURES	11.148826	4.200502	-5.286910	-7.974236	-7.556415	-9.790962	-10.638486
TRANSFERS -							
Capital Reserve	0.000000	2.500000	10.600000	16.200000	13.000000	15.500000	16.167240
Insurance	0.694750	1.519956	0.074764	1.108807	0.143872	1.209988	1.247187
Subtotal Transfers	0.694750	4.019956	10.674764	17.308807	13.143872	16.709988	17.414427
TOTAL EXPENDITURES AND TRANSFERS	106.759684	121.288720	140.379857	154.804216	157.501594	169.061639	177.704096
ENDING WORKING CASH	67.086028	67.266575	51.304901	26.021858	5.321571	-21.179379	-49.232292
REQUIRED CASH	17.452772	19.215343	21.183664	22.482716	23.706435	25.038757	26.361760
TOTAL EXPENDITURES & WORKING CASH	\$173.845712	\$188.555294	\$191.684757	\$180.826073	\$162.823165	\$147.882261	\$128.471804
MARGIN / (DEFICIT)	\$49.633256	\$48.051232	\$30.121237	\$3.539141	-\$18.384864	-\$46.218135	-\$75.594052

PIERCE TRANSIT
2009-2014 Six-Year Financial Plan
Ending Balances

(Millions)	2008 Projected	2009 Budget	2010	2011	2012	2013	2014
OPERATING FUND							
Operating Fund Beginning Balance	\$56.631952	\$67.086028	\$67.266575	51.304901	26.021858	5.321571	-21.179379
Revenue							
Operating Income	117.213760	121.469266	124.418183	129.521173	136.801307	142.560690	149.651183
Subtotal - Operating Revenue	117.213760	121.469266	124.418183	129.521173	136.801307	142.560690	149.651183
Expenditures							
Operating Expenditures	106.064934	117.268764	129.705093	137.495408	144.357722	152.351651	160.289669
Transfers	0.694750	4.019956	10.674764	17.308807	13.143872	16.709988	17.414427
Subtotal - Operating Expenditures	106.759684	121.288720	140.379857	154.804216	157.501594	169.061639	177.704096
Operating Fund Ending Balance	\$67.086028	\$67.266575	\$51.304901	\$26.021858	\$5.321571	-\$21.179379	-\$49.232292
Required Margin	17.452772	19.215343	21.183664	22.482716	23.706435	25.038757	26.361760
Margin / (Deficit)	49.633256	48.051232	30.121237	3.539141	-18.384864	-46.218135	-75.594052
CAPITAL FUND							
Beginning Reserves	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000
Revenue							
5307 Funding							
5307 Earned Share	9.219899	6.861081	6.861081	6.861081	6.861081	6.861081	6.861081
5307 Competitive Funds	0.000000	0.592583	0.000000	0.000000	0.000000	0.000000	0.000000
Less Preventive Maintenance	-6.861081	-6.861081	-6.861081	-6.861081	-6.861081	-6.861081	-6.861081
5307 Funds Available for Capital Projects	2.358818	0.592583	0.000000	0.000000	0.000000	0.000000	0.000000
Pierce County 5307							
5307 Revenues from Pierce Co Agreement	1.075376	1.075376	1.075376	1.075376	1.075376	1.075376	1.075376
Pierce Co. 5307	-1.075376	-1.075376	-1.075376	-1.075376	-1.075376	-1.075376	-1.075376
Pierce County 5307 Available for Capital	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Flexible Funds & Earmarks							
Federal Flex Funds - Regional	0.000000	2.555802	0.000000	0.000000	0.000000	0.000000	0.000000
Federal Flex Funds - Countywide	0.000000	1.514367	0.000000	1.261585	0.940843	1.368499	0.431433
Earmarks - 5309	0.000000	1.942653	0.000000	0.000000	1.000000	1.000000	0.000000
Sound Transit							
Sound Transit Base Expansion	0.000000	3.272125	0.200231	0.000000	0.000000	0.000000	0.000000
Sound Transit - Other Capital	0.000000	2.578680	0.000000	0.000000	0.000000	0.000000	0.000000
Other Funding							
State Funding	0.223263	4.300000	0.000000	0.000000	0.000000	0.000000	0.000000
Interest	1.712202	0.761622	0.147624	-0.117090	-0.192247	-0.192373	-0.203597
Other Capital Revenues	3.548050	1.999309	0.515525	0.000000	0.000000	0.000000	0.000000
Contributions from Other Funds							
Transfer from Operating Fund	0.000000	2.500000	10.600000	16.200000	13.000000	15.500000	16.167240
Proceeds from Bond Debt	0.000000	14.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Total Capital Revenues & Reserves	7.842333	36.017141	11.463379	17.344495	14.748596	17.676126	16.395076

PIERCE TRANSIT

2009-2014 Six-Year Financial Plan

Ending Balances

(Millions)	2008	2009	2010	2011	2012	2013	2014
	Projected	Budget					
Expenditures							
Revenue Vehicles	8.460541	4.406960	13.857213	18.806120	14.159975	16.674176	1.160169
Passenger Facilities & Amenities	1.152957	20.348997	0.000000	0.000000	0.000000	0.000000	0.000000
Base Facilities	1.712636	19.031150	0.886079	0.208227	0.000000	0.000000	0.000000
Technology	14.886282	19.029876	7.095594	0.352508	0.281320	0.833210	0.281944
Other	0.622224	3.900061	0.908677	0.482893	0.311481	0.542873	0.156149
Total Capital Expenditures (Inflated)	26.834640	66.717043	22.747564	19.849748	14.752776	18.050259	1.598262
USE OF CAPITAL RESERVE	-18.992307	-30.699903	-11.284185	-2.505253	-0.004181	-0.374132	14.796815

CAPITAL RESERVE

Revenue							
Beginning Reserves	\$57.073405	\$38.081098	\$7.381195	-\$3.902990	-\$6.408243	-\$6.412423	-\$6.786556
Total Capital Revenues	7.842333	36.017141	11.463379	17.344495	14.748596	17.676126	16.395076
TOTAL CAPITAL RESERVE REVENUES & BEGINNING RESERVE	64.915738	74.098238	18.844574	13.441505	8.340353	11.263703	9.608521
Expenditures							
Capital Expenditures	26.834640	66.717043	22.747564	19.849748	14.752776	18.050259	1.598262
CAPITAL RESERVE - Req'd \$8.010259	\$38.081098	\$7.381195	-\$3.902990	-\$6.408243	-\$6.412423	-\$6.786556	\$8.010259

INSURANCE FUND

Revenue							
Beginning Balance	\$5.023808	\$3.428622	\$3.000000	\$2.000000	\$2.000000	\$1.000000	\$1.000000
ST Reimbursement	0.325400	0.415400	0.427862	0.440698	0.453919	0.467536	0.481562
Interest on Insurance Fund	0.150714	0.068572	0.060000	0.060000	0.060000	0.030000	0.030000
Transfer	0.694750	1.519956	0.074764	1.108807	0.143872	1.209988	1.247187
Expenditures							
Payments from Insurance Fund	2.766050	2.432550	1.562627	1.609505	1.657790	1.707524	1.758750
Insurance Fund Ending Balance	\$3.428622	\$3.000000	\$2.000000	\$2.000000	\$1.000000	\$1.000000	\$1.000000
TOTAL ENDING BALANCES	\$108.595749	\$77.647770	\$49.401910	\$21.613615	-\$0.090853	-\$26.965935	-\$40.222033

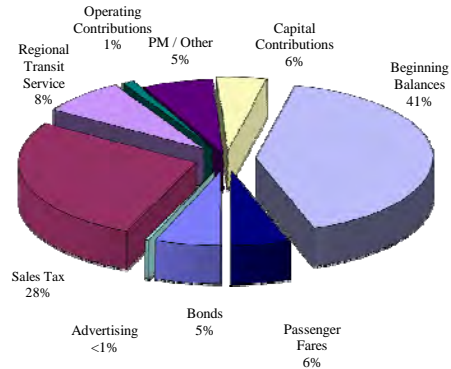


*Pierce Transit
provides service to
8,000 SHUTTLE
customers unable
to use regular bus
service due to
disabilities.*

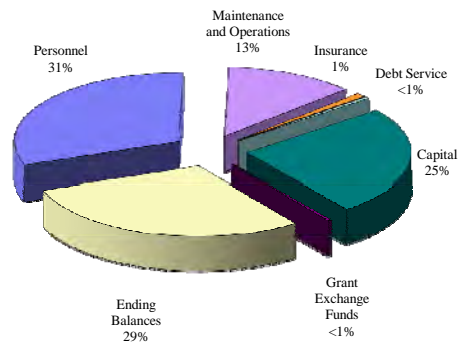




Revenues



Expenditures



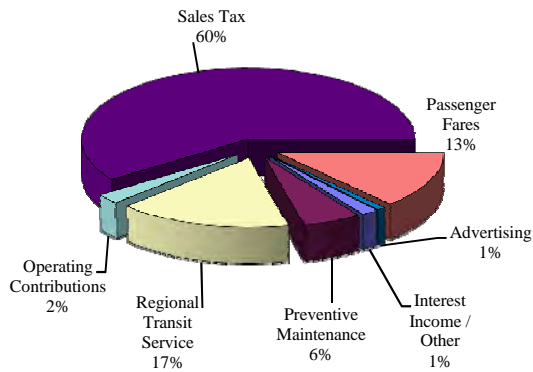
2009 BUDGET OVERALL SUMMARY

(rounded to the nearest \$100)					
	2007 YEAR-END ACTUALS	2008 AMENDED BUDGET	2008 YEAR-END ESTIMATE	2009 BUDGET	% CHANGE 2009 BUDGET TO 2008 BUDGET
REVENUES					
OPERATING INCOME					
Passenger Fares	\$12,372,200	\$12,322,200	\$13,137,200	\$15,865,500	28.8%
Advertising	816,600	900,000	963,900	962,500	6.9%
Regional Transit Service	17,180,100	18,616,900	18,616,900	20,473,000	10.0%
NON-OPERATING INCOME					
Sales Tax	77,156,600	82,113,900	73,298,700	72,565,800	-11.6%
Preventive Maintenance	4,789,100	6,433,300	6,861,100	6,861,100	6.6%
Other	6,758,600	19,043,500	7,915,900	5,210,400	-72.6%
CONTRIBUTIONS					
Operating	2,183,400	2,708,900	2,156,400	2,775,900	2.5%
Capital	8,086,400	11,747,000	2,582,100	16,756,200	42.6%
BOND PROCEEDS					
Bonds	-	14,000,000	-	14,000,000	0.0%
REVENUES	129,343,000	167,885,700	125,532,200	155,470,400	-7.4%
BEGINNING BALANCES					
Working Cash	49,845,800	54,761,200	56,632,000	67,086,000	22.5%
Insurance	5,573,400	5,198,100	5,023,800	3,428,600	-34.0%
Capital Reserve	43,438,400	57,073,400	57,073,400	38,081,100	-33.3%
BEGINNING BALANCES	98,857,600	117,032,700	118,729,200	108,595,700	-7.2%
TOTAL REVENUES AND BALANCES	\$228,200,600	\$284,918,400	\$244,261,400	\$264,066,100	-7.3%
EXPENDITURES					
OPERATING EXPENDITURES					
Personnel	\$65,786,300	\$78,697,800	\$72,776,500	\$81,787,200	3.9%
Maintenance and Operations	26,367,600	30,540,400	31,940,100	33,504,800	9.7%
Insurance	2,617,600	2,766,100	2,766,100	2,432,500	-12.1%
NON-OPERATING EXPENDITURES					
Debt Service	530,200	1,117,400	488,000	1,116,400	-0.1%
Grant Exchange Funds	1,758,500	826,700	860,300	860,300	4.1%
CAPITAL EXPENDITURES					
Capital	20,094,900	89,750,300	26,834,600	66,717,100	-25.7%
EXPENDITURES	117,155,100	203,698,700	135,665,600	186,418,300	-8.5%
ENDING BALANCES					
Working Cash	57,165,000	69,052,500	67,086,100	67,266,600	-2.6%
Insurance	5,014,800	4,000,000	3,428,600	3,000,000	-25.0%
Capital Reserve	48,865,700	8,167,200	38,081,100	7,381,200	-9.6%
ENDING BALANCES	111,045,500	81,219,700	108,595,800	77,647,800	-4.4%
TOTAL EXPENDITURES AND BALANCES	\$228,200,600	\$284,918,400	\$244,261,400	\$264,066,100	-7.3%

NOTE: Transfers are not shown since they result in offsetting allocations between unrestricted and restricted reserves.



Operating Revenues



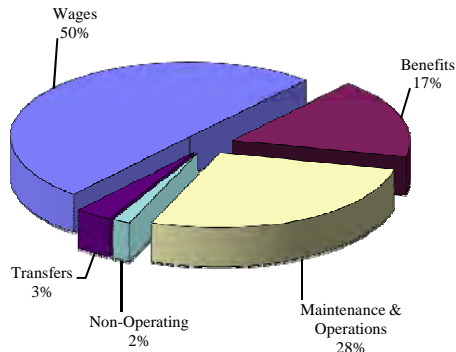
2009 BUDGET OPERATING SUMMARY - REVENUES

(rounded to the nearest \$100)	2007 YEAR-END ACTUALS	2008 AMENDED BUDGET	2008 YEAR-END ESTIMATE	2009 BUDGET	% CHANGE 2009 BUDGET TO 2008 BUDGET
OPERATING REVENUES					
OPERATING INCOME					
Passenger Fares	\$12,372,200	\$12,322,200	\$13,137,200	\$15,865,500	28.8%
Advertising	816,600	900,000	963,900	962,500	6.9%
Regional Transit Service					
Express Reimbursement	16,028,200	17,566,700	17,566,700	18,970,800	8.0%
TDS Reimbursement	717,900	555,200	555,200	994,600	79.1%
Special Service Reimbursement	334,100	210,000	210,000	222,600	6.0%
Other Reimbursement	99,900	285,000	285,000	285,000	0.0%
OPERATING INCOME	30,368,900	31,839,100	32,718,000	37,301,000	17.2%
NON-OPERATING INCOME					
Sales Tax	77,156,600	82,113,900	73,298,700	72,565,800	-11.6%
Preventive Maintenance	4,789,100	6,433,300	6,861,100	6,861,100	6.6%
Interest Income	2,766,900	2,995,300	1,813,600	1,315,500	-56.1%
Other	638,900	365,900	365,900	650,000	77.6%
NON-OPERATING INCOME	85,351,500	91,908,400	82,339,300	81,392,400	-11.4%
OPERATING CONTRIBUTIONS					
CTR / Vanpool Assistance	322,000	191,000	81,000	216,000	13.1%
Grant Exchange Funds	1,366,900	1,033,300	1,075,400	1,075,400	4.1%
Special Needs Transportation Grant	494,500	1,484,600	1,000,000	1,484,500	0.0%
OPERATING CONTRIBUTIONS	2,183,400	2,708,900	2,156,400	2,775,900	2.5%
TOTAL OPERATING REVENUES	117,903,800	126,456,400	117,213,700	121,469,300	-3.9%
BEGINNING BALANCE	49,845,800	54,761,200	56,632,000	67,086,000	22.5%
TOTAL OPERATING REVENUES AND BEGINNING BALANCE	\$167,749,600	\$181,217,600	\$173,845,700	\$188,555,300	4.0%



**2009 BUDGET
OPERATING SUMMARY - EXPENDITURES**

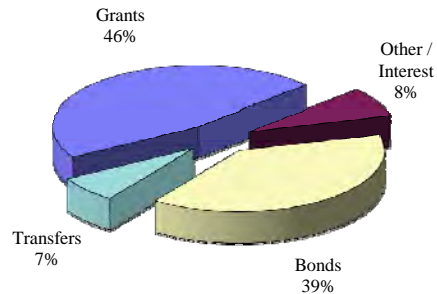
Operating Expenditures & Transfers



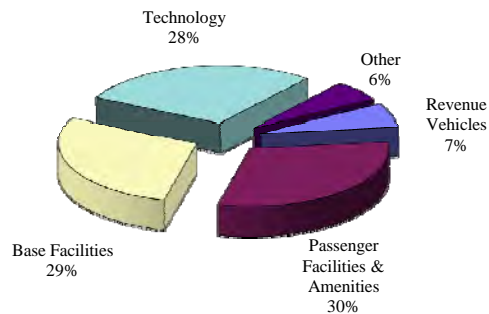
(rounded to the nearest \$100)					
	2007 YEAR-END ACTUALS	2008 AMENDED BUDGET	2008 YEAR-END ESTIMATE	2009 BUDGET	% CHANGE 2009 BUDGET TO 2008 BUDGET
OPERATING EXPENDITURES					
OPERATING					
PERSONNEL					
Wages	\$51,420,000	\$59,531,700	\$55,185,100	\$61,042,000	2.5%
Benefits	14,366,300	19,166,100	17,591,400	20,745,200	8.2%
PERSONNEL	65,786,300	78,697,800	72,776,500	81,787,200	3.9%
MAINTENANCE & OPERATIONS					
Supplies	10,726,400	11,778,800	13,048,200	12,562,400	6.7%
Services	3,255,000	4,498,000	4,115,800	4,459,800	-0.8%
Insurance (Purchased)	687,300	713,500	720,000	595,500	-16.5%
Utilities	1,197,500	1,456,400	1,691,600	1,669,200	14.6%
Repairs	737,800	732,400	650,700	396,000	-45.9%
Rentals	229,200	302,600	348,800	249,600	-17.5%
Purchased Transportation	7,073,500	6,944,800	7,812,800	8,001,600	15.2%
Other	2,460,900	4,113,900	3,552,200	5,570,600	35.4%
MAINTENANCE & OPERATIONS	26,367,600	30,540,400	31,940,100	33,504,700	9.7%
OPERATING	92,153,900	109,238,200	104,716,600	115,291,900	5.5%
NON-OPERATING EXPENDITURES					
Debt Service	530,200	1,117,400	488,000	1,116,400	-0.1%
Grant Exchange Funds	1,758,500	826,700	860,300	860,300	4.1%
Special Needs Program Operations	-	-	-	-	0.0%
NON-OPERATING	2,288,700	1,944,100	1,348,300	1,976,700	1.7%
TOTAL EXPENDITURES	94,442,600	111,182,300	106,064,900	117,268,600	5.5%
TRANSFERS					
Liability and Other Insurance Transfer	203,800	(627,500)	(315,300)	267,500	-142.6%
Workers' Comp. Transfer	938,200	1,610,300	1,010,000	1,252,400	-22.2%
Capital Reserve	15,000,000	-	-	2,500,000	0.0%
TRANSFERS	16,142,000	982,800	694,700	4,019,900	309.0%
TOTAL EXPENDITURES AND TRANSFERS	110,584,600	112,165,100	106,759,600	121,288,500	8.1%
ENDING BALANCE	57,165,000	69,052,500	67,086,100	67,266,800	-2.6%
TOTAL OPERATING EXPENDITURES AND ENDING BALANCE	\$167,749,600	\$181,217,600	\$173,845,700	\$188,555,300	4.0%



Capital Revenues & Transfers



Capital Expenditures

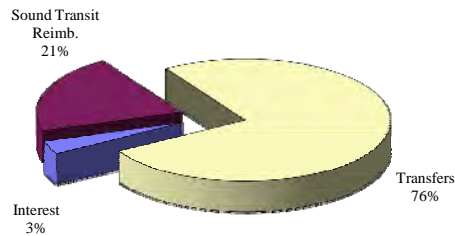


2009 BUDGET CAPITAL SUMMARY

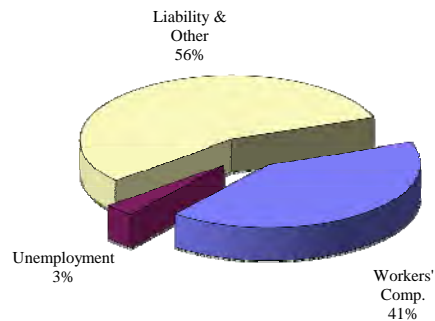
(rounded to the nearest \$100)		2007	2008	2008	2009	% CHANGE
		YEAR-END	AMENDED	YEAR-END	BUDGET	2009 BUDGET TO
		ACTUALS	BUDGET	ESTIMATE		2008 BUDGET
CAPITAL REVENUES						
REVENUES						
Grants		\$8,086,400	\$11,747,000	\$2,582,100	\$16,756,200	42.6%
Bonds		-	14,000,000	-	14,000,000	0.0%
Other Capital Revenue / Interest		2,435,800	15,097,100	5,260,300	2,760,900	-81.7%
REVENUE		10,522,200	40,844,100	7,842,400	33,517,100	-17.9%
TRANSFERS						
Capital Reserve		15,000,000	-	-	2,500,000	0.0%
TRANSFERS		15,000,000	-	-	2,500,000	
CAPITAL REVENUES		25,522,200	40,844,100	7,842,400	36,017,100	-11.8%
BEGINNING BALANCE						
Capital Reserve		43,438,400	57,073,400	57,073,400	38,081,100	-33.3%
TOTAL CAPITAL REVENUES AND BEGINNING BALANCE		68,960,600	97,917,500	64,915,800	74,098,200	-24.3%
CAPITAL EXPENDITURES						
CAPITAL ACQUISITION						
Revenue Vehicles		6,457,600	9,964,500	8,460,500	4,407,000	-55.8%
Passenger Facilities & Amenities		3,942,100	25,569,000	1,153,000	20,349,000	-20.4%
Base Facilities		586,500	17,955,300	1,712,600	19,031,200	6.0%
Technology		8,218,800	31,444,400	14,886,300	19,029,900	-39.5%
Other		889,900	4,817,000	622,200	3,900,100	-19.0%
CAPITAL EXPENDITURES		20,094,900	89,750,200	26,834,600	66,717,200	-25.7%
ENDING BALANCE						
Capital Reserve		48,865,700	8,167,300	38,081,200	7,381,000	-9.6%
TOTAL CAPITAL EXPENDITURES AND ENDING BALANCE		\$68,960,600	\$97,917,500	\$64,915,800	\$74,098,200	-24.3%



Insurance Revenues & Transfers



Insurance Expenditures

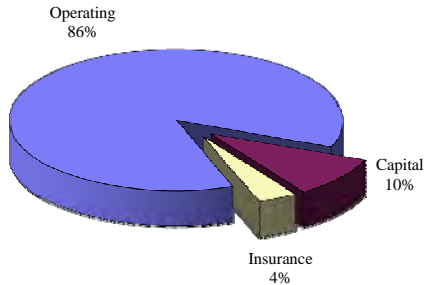


2009 BUDGET INSURANCE SUMMARY

(rounded to the nearest \$100)	2007 YEAR-END ACTUALS	2008 AMENDED BUDGET	2008 YEAR-END ESTIMATE	2009 BUDGET	% CHANGE 2009 BUDGET TO 2008 BUDGET
INSURANCE REVENUES					
REVENUES					
Liability Insurance Interest	\$246,400	\$181,400	\$109,400	\$55,000	-69.7%
Workers' Comp. Interest	98,700	21,100	22,600	9,700	-54.0%
Unemployment Insurance Interest	39,600	57,400	18,700	3,900	-93.2%
Sound Transit Reimbursement Liability	425,300	250,000	250,000	350,000	40.0%
Sound Transit Reimbursement Other	107,000	75,300	75,400	65,400	-13.1%
REVENUES	917,000	585,200	476,100	484,000	-17.3%
TRANSFERS					
Liability Insurance Transfer	738,800	357,200	164,700	196,900	-44.9%
Workers' Comp. Transfer	938,200	1,610,300	1,010,000	1,252,400	-22.2%
Unemployment Insurance Transfer	(535,000)	(984,700)	(480,000)	70,700	-107.2%
TRANSFERS	1,142,000	982,800	694,700	1,520,000	
REVENUES AND TRANSFERS	2,059,000	1,568,000	1,170,800	2,004,000	27.8%
BEGINNING BALANCES					
Liability Insurance	3,735,400	3,630,500	3,645,700	2,750,700	-24.2%
Workers' Comp. Insurance	750,200	418,600	755,200	487,800	16.5%
Unemployment Insurance	1,087,800	1,149,000	623,000	190,100	-83.5%
BEGINNING BALANCES	5,573,400	5,198,100	5,023,900	3,428,600	-34.0%
TOTAL INSURANCE REVENUES AND BEGINNING BALANCES	7,632,400	6,766,100	6,194,700	5,432,600	-19.7%
INSURANCE EXPENDITURES					
Liability and Other Insurance	1,509,200	1,419,100	1,419,100	1,352,600	-4.7%
Workers' Comp. Insurance	1,031,900	1,300,000	1,300,000	1,000,000	-23.1%
Unemployment Insurance	76,400	47,000	47,000	80,000	70.2%
INSURANCE EXPENDITURES	2,617,600	2,766,100	2,766,100	2,432,600	-12.1%
ENDING BALANCES					
Liability Insurance	3,636,600	3,000,000	2,750,700	2,000,000	-27.3%
Workers' Comp. Insurance	755,200	750,000	487,800	750,000	0.0%
Unemployment Insurance	623,000	250,000	190,100	250,000	0.0%
ENDING BALANCES	5,014,800	4,000,000	3,428,600	3,000,000	-25.0%
TOTAL INSURANCE EXPENDITURES AND ENDING BALANCES	\$7,632,400	\$6,766,100	\$6,194,700	\$5,432,600	-19.7%



Ending Balances



2009 BUDGET ENDING BALANCES

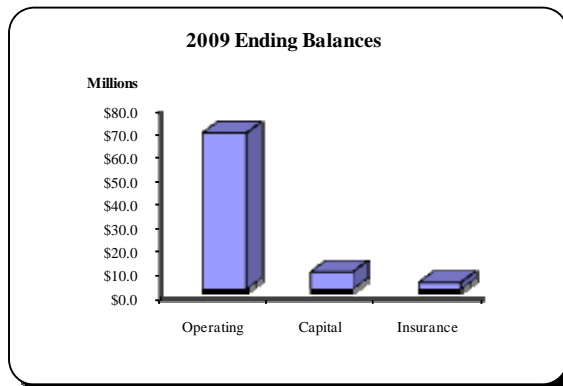
(rounded to the nearest \$100)	2007 YEAR-END ACTUALS	2008 AMENDED BUDGET	2008 YEAR-END ESTIMATE	2009 BUDGET	% CHANGE 2009 BUDGET TO 2008 BUDGET
OPERATING					
Revenues	\$117,903,800	\$126,456,400	\$117,213,700	\$121,469,300	-3.9%
Less: Expenditures	(94,442,600)	(111,182,300)	(106,064,900)	(117,268,600)	5.5%
Subtotal	23,461,200	15,274,100	11,148,800	4,200,700	-72.5%
Plus: Beginning Balance	49,845,800	54,761,200	56,632,000	67,086,000	22.5%
Less: Transfers					
Capital Reserve	(15,000,000)	-	-	(2,500,000)	0.0%
Insurance	(1,142,000)	(982,800)	(694,700)	(1,519,900)	54.6%
ENDING OPERATING BALANCE	\$57,165,000	\$69,052,500	\$67,086,100	\$67,266,800	-2.6%
CAPITAL					
Revenues	\$10,522,200	\$40,844,100	\$7,842,400	\$33,517,100	-17.9%
Plus: Transfers					
Capital Reserve	15,000,000	-	-	2,500,000	0.0%
Subtotal Revenue	25,522,200	40,844,100	7,842,400	36,017,100	-11.8%
Less: Expenditures	(20,094,900)	(89,750,200)	(26,834,600)	(66,717,200)	-25.7%
Subtotal	5,427,300	(48,906,100)	(18,992,200)	(30,700,100)	-37.2%
Plus: Beginning Balance	43,438,400	57,073,400	57,073,400	38,081,100	-33.3%
ENDING CAPITAL BALANCE	\$48,865,700	\$8,167,300	\$38,081,200	\$7,381,000	-9.6%
INSURANCE					
Revenues	\$917,000	\$585,200	\$476,100	\$484,000	-17.3%
Plus: Transfers	1,142,000	982,800	694,700	1,520,000	54.7%
Subtotal Revenue	2,059,000	1,568,000	1,170,800	2,004,000	27.8%
Less: Expenditures	(2,617,600)	(2,766,100)	(2,766,100)	(2,432,600)	-12.1%
Subtotal	(558,600)	(1,198,100)	(1,595,300)	(428,600)	-64.2%
Plus: Beginning Balance	5,573,400	5,198,100	5,023,900	3,428,600	-34.0%
ENDING INSURANCE BALANCE	\$5,014,800	\$4,000,000	\$3,428,600	\$3,000,000	-25.0%
GRAND TOTAL - ALL BALANCES	\$111,045,500	\$81,219,800	\$108,595,900	\$77,647,800	-4.4%



2009 BUDGET ENDING BALANCES REQUIREMENTS

In brief:

The Ending Balances chart provides a summary of the balances of each of the funds.



The Pierce Transit Board of Commissioners has established requirements for the level of unallocated funding that must be maintained in each fund. Annual review by the Vice President of Finance, Audit & Administration is also required. Changes are approved by the Chief Executive Officer and the Board of Commissioners.

The Operating Fund (working cash) reserve amount is a minimum of two months of Agency operating expenditures. The balance of \$67,266,800 at the end of 2009 exceeds the requirements. The ending balance increase from 2008 year-end estimate to 2009 Budget is a result of the margin of 2009 projected revenues over 2009 projected expenses after transfers to capital and insurance reserves. The amount of the reserves over the required margin is projected to be utilized over the six-year plan.

The Capital Fund reserve is dedicated to approved current capital projects. The reserve is established in order to replace capital equipment and facilities as they wear out. It is set at a level equal to ten percent of the six-year average annual capital expenditures and fifty percent of the average annual grant funding program in the Six-Year Financial Plan. The reserve at the end of 2014 meets the requirement.

The Insurance Fund reserve is set at a level to adequately protect the Agency from self-insurance risks and is reviewed annually. The 2009 reserve is set at \$3 million.

At the end of 2009, the total Agency fund balance will be \$77.6 million. A comparison of the ending balances for all the categories for three years and the percent change from 2009 budget to 2008 budget is located in the Budget Summary section.



2009 BUDGET DEBT

In brief:

The Pierce Transit Debt Policy provides guidance to the Agency in the use of debt, requires a cost effectiveness review, assurances that the service levels will not be adversely affected, and that the use of debt be considered within the context of long range plans.

Debt Policy Summary

The use of debt by Pierce Transit is in accordance with the Washington State Revised Code of Washington RCW 39.36.010 and 35.58.272 described under the Legal Debt Limit on the following page, the Pierce Transit Debt Policy, and all legal requirements.

In considering the use of debt, Pierce Transit will evaluate and balance the effect of debt financing on the long-term operational service needs of the Agency and the effects of debt service on the Operating Budget. It is the policy of Pierce Transit to insure that service levels will not be adversely affected by debt service payments.

A bonds test is applied of pledged revenues over maximum annual debt service for all outstanding and proposed debt. The test is applied to 12 consecutive months out of the previous 24 month period. A ratio of 1.25 or greater is required.

An additional coverage test, taking into account the Agency operating costs, is also applied. This test is calculated by adding the current year sales tax, operating subsidies, and other operating and non-operating revenue excluding capital contributions minus the current year Agency operating costs excluding depreciation and amortization to determine the net available resources to cover the debt service. No debt shall be issued when the resources divided by the projected maximum annual debt service of debt being considered, added to existing debt service, is less than a ratio of 1.25.

The term of the debt shall be structured for the shortest period consistent with a fair allocation of costs to current and future beneficiaries or users. The term of the debt for capital acquisition shall not exceed the useful life of the asset. RCW 39.46.110 limits the maximum term of any general obligation bond issue to 40 years.



2009 BUDGET DEBT

In brief:

Pierce Transit is authorized by the Washington State Legislature, under RCW 39.36.010 and 35.58.272, to issue indebtedness. Indebtedness includes limited general obligation bonds, without a vote of the people up to an amount of three-eighths of one percent of the value of taxable property of the cities and towns within the service (benefit) area. In addition, Pierce Transit is also authorized by these RCWs to issue voter approved bonds up to 1.25% of the taxable property value for total indebtedness.

Legal Debt Limit

	Non-voted	Maximum (1)
Assessed Value	\$ 50,503,812,585	\$ 50,243,057,994
Percent of Assessed Value	0.375%	1.250%
Legal Debt Limit	\$ 189,389,297	\$ 628,038,225
Debt Outstanding	(1,449,795)	(1,449,795)
Remaining Debt Capacity	\$ 187,939,502	\$ 626,588,430
Remaining Debt Capacity	99.2%	99.8%

(1) The maximum debt limit includes both non-voted and voted debt. All outstanding debt is non-voted.

The currently available assessed property value is based on 2008 assessments for 2009 tax collections. The value of all taxable property for tax purposes is estimated to be \$50.5 billion. On this basis, the Agency's remaining debt capacity is \$187.9 million and \$626.6 million as of January 1, 2009 for non-voted and voted debt respectively.

The existing debt levels at 0.77% of the non-voted debt capacity and 0.23% of maximum debt capacity are well within the legal limits. The existing annual debt service levels are less than 1% of sales tax revenue annually. The effect of these levels on current and future operations is minimal.



2009 BUDGET DEBT

In brief:

The total Pierce Transit bonds payable principle is \$1,335,000. With interest of \$114,795, the total debt service is \$1,449,795.

The 2009 Budget contains \$14,000,000 for bond proceeds and \$630,077 for the Peninsula Park & Ride debt service beginning July 1, 2009. The Bonds Payable will be revised at the time of bond issuance.

Bonds Payable

In 1999, Pierce Transit issued \$3,795,000 of limited sales tax general obligation bonds. These bonds were issued to advance refund bonds issued in 1992 with maturity dates between 2003 and 2011. Bond payments are made from sales tax revenues. The remaining debt service requirement of the 1999 refinancing bonds, which are the only outstanding bonds, follows. Interest is paid on June 1 and December 1 with principal paid on December 1. The existing debt has been rated Aa3 by Moody's Investors Service and is insured by Financial Guaranty Insurance Company (FGIC). The bonds maturing on and after December 1, 2010 will be subject to redemption at the discretion of Pierce Transit on and after June 1, 2009.

Year	Interest Rate	Principal	Total Interest	Total Debt Service
2009	4.10%	\$ 430,000	\$ 56,323	\$ 486,323
2010	4.25%	445,000	38,692	483,692
2011	4.30%	460,000	19,780	479,780
		<u>\$ 1,335,000</u>	<u>\$ 114,795</u>	<u>\$ 1,449,795</u>



2009 BUDGET PERSONNEL SUMMARY

In brief:

Pierce Transit workforce represents the diversity of customers served.

Majority – 69%

African American – 20%

Native American – 1%

Asian – 6%

Hispanic – 4%



Personnel Summary

The 2009 Budget includes 1,025 positions and 1,017.6 full-time equivalents (FTEs). There are no increases in staff positions in the 2009 Budget. A total of 48 positions have been eliminated from the 2008 Budget level due to the loss of revenue.

The Transportation Services Department, which includes Fleet Maintenance personnel, represents 852 or 83% of total positions. The remaining 173 positions or 17% are in the Executive, Transit Development, Human Resources & Technology, and the Finance, Audit & Administration Departments.

Department categories are as follows:

Executive - *Administration, Public Affairs, and Office of Public Safety*

Transportation Services - *Administration, Office of Customer Service, Office of Fleet Maintenance, Office of Operations, and Office of Operations Scheduling & Planning*

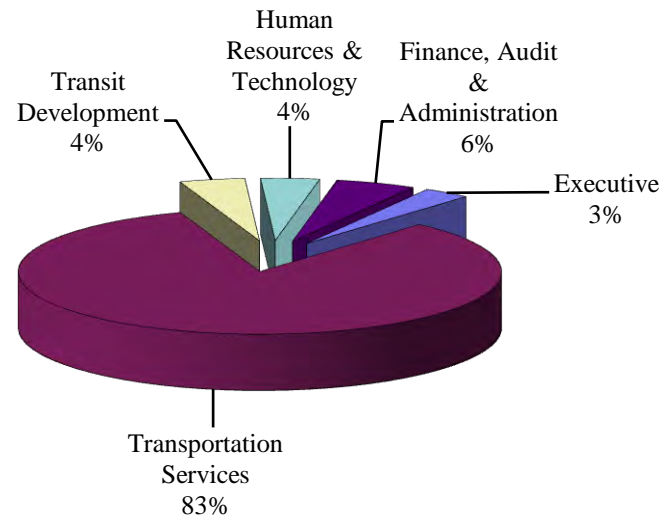
Transit Development - *Administration, Facilities Management, Office of Service Planning*

Human Resources & Technology - *Human Resources Administration, ADA, Benefits & Compensation, Employment, Organizational Learning, Risk Management, and Office of Information Technology*

Finance, Audit & Administration - *Administration, Employer & Vanpool Services, Office of Finance, and Office of Procurement, Warehousing, and Administrative Services*



2009 FTE's by Department

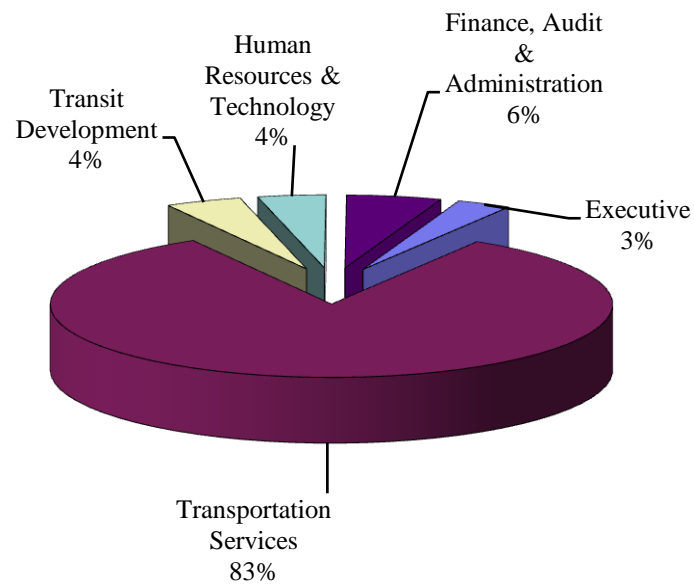


**2009 BUDGET
PERSONNEL SUMMARY**

Department	FTEs	Positions
<i>Office</i>	2009	2009
Division	Budget	Budget
Executive		
Administration	7.0	7.0
Public Affairs	6.0	6.0
<i>Office of Public Safety</i>		
Public Safety Admin	1.0	1.0
Emergency Planning & Occupational Safety	2.0	2.0
Physical Security	3.0	3.0
Uniform Security	13.0	13.0
Total	32.0	32.0
Transportation Services		
Administration	2.0	2.0
<i>Office of Customer Service</i>		
Administration	3.0	3.0
Field Customer Service	3.0	3.0
Fixed Route Customer Service	12.8	14.0
Op Communications Admin	2.0	2.0
Op Communications Ops	20.0	20.0
SHUTTLE Customer Service	13.0	13.0
<i>Office of Fleet Maintenance</i>		
Administration	2.0	2.0
Automotive	63.0	63.0
Bus	64.0	64.0
Training	1.0	1.0
<i>Office of Operations</i>		
Administration	5.0	5.0
Bus Safety & Training	10.0	10.0
Fixed Route Admin	5.0	5.0
Fixed Route Operations	525.3	552.0
Service Support Admin	3.0	3.0
Service Support Ops	42.0	29.0
SHUTTLE Admin	16.0	12.0
SHUTTLE Operations	36.3	31.0



2009 Positions by Department



**2009 BUDGET
PERSONNEL SUMMARY**

Department	FTEs	Positions
<i>Office</i>	2009	2009
Division	Budget	Budget
<i>Office of Scheduling & Planning</i>		
Administration	2.0	2.0
Fixed Route Dispatch Admin	1.0	1.0
Fixed Route Dispatch	7.0	7.0
Planning	4.0	4.0
Scheduling	4.0	4.0
Total	846.4	852.0
Transit Development		
Administration	2.0	2.0
Facilities Management	31.0	31.0
<i>Office of Service Planning</i>		
Administration	1.0	1.0
Bus Stop Program	2.0	2.0
Capital & Const Projects	8.5	9.0
Total	44.5	45.0
Human Resources & Technology		
Human Resources Admin	4.0	4.0
ADA	6.0	6.0
Benefits and Comp	3.0	3.0
Employment	3.0	3.0
Organizational Learning	3.0	3.0
Risk Management	4.0	4.0
<i>Office of Information Technology</i>		
Administration	1.0	1.0
Information Systems	13.0	13.0
Project Management	1.0	1.0
Telecommunications	2.0	2.0
Total	40.0	40.0



**2009 BUDGET
PERSONNEL SUMMARY**

Department	FTEs	Positions
<i>Office</i>	2009	2009
Division	Budget	Budget
Finance, Audit & Administration		
Administration	2.0	2.0
Employer & Vanpool Services	14.0	14.0
<i>Office of Finance</i>		
Administration	2.0	2.0
Accounting	6.0	6.0
Budgeting	4.0	4.0
Revenue Accounting	4.7	6.0
<i>Office of Procurement, Warehouse & Admin Svcs</i>		
Administration	1.0	1.0
Administrative Services	5.0	5.0
Purchasing	4.0	4.0
Warehousing	12.0	12.0
Total	<u>54.7</u>	<u>56.0</u>
AGENCY TOTAL	<u>1,017.6</u>	<u>1,025.0</u>

NOTES: Totals may not add due to rounding.

FTE/Position figures include Board approved amendments made during the year. Contract employees are not included.

The positions column is the number of employees authorized; the FTE's column indicates the full-time equivalents for those employees.

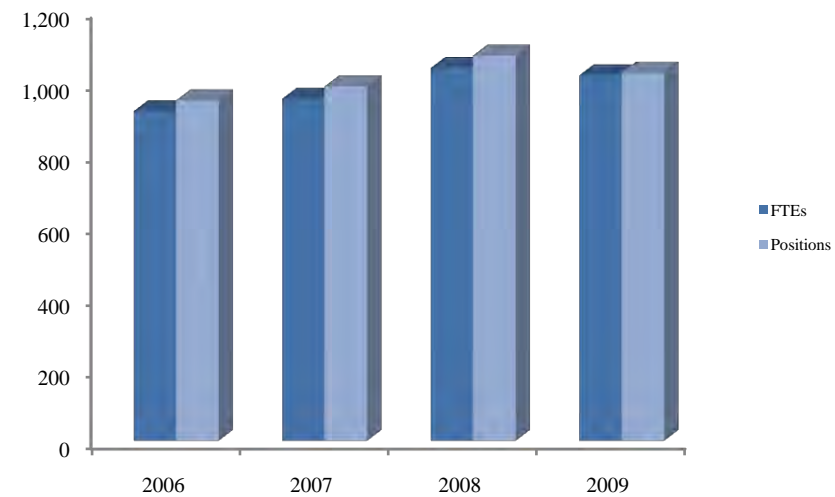
Personnel expenditures are driven by full-time equivalencies (FTEs). Relief Service Supervisor and Relief Specialized Transportation (SHUTTLE) operator positions are recorded in the Fixed Route Operations Division while the FTEs (expenditures) are recorded in the Service Support Operations and SHUTTLE Operations Divisions. Relief Service Supervisors and Relief SHUTTLE operators are hired from the pool of transit operators.



2009 BUDGET PERSONNEL SUMMARY

Budget FTEs					Budget Positions				
2006 Budget	2007 Budget	2008 Budget	2009 Budget	2009-2008 Change	2006 Budget	2007 Budget	2008 Budget	2009 Budget	2009-2008 Change
918.0	952.5	1,038.2	1,017.6	(20.6)	948.0	987.0	1,073.0	1,025.0	(48.0)

Budget FTEs & Positions



**In brief:**

The budget focuses on improving the quality of existing service while containing costs.

Performance measurement, business planning activities, and budgeting are designed to insure that current operations and capital improvements support the Agency's mission and strategic direction. This direction is embodied in the mission statement and goals.

**2009 BUDGET
STRATEGIC APPROACH TO THE BUDGET****The strategic approach to the budget**

- Is customer focused and committed to improvements to the existing service as well as providing expanded service.
- Supports good service delivery through the funding of maintenance and related activities.
- Markets services to make them more accepted by and accessible to customers.
- Directs resources to initiatives that position the Agency to meet its strategic goals and objectives.
- Emphasizes employee development through funding for career development courses and tuition reimbursement.
- Focuses on improving processes with the Agency.



2009 BUDGET FINANCIAL POLICIES AND GOALS

In brief:

The purpose of the financial policies is to ensure that financial resources are managed in a prudent manner. The policies address the basic principles needed to promote sound accounting, auditing, and financial practices. These policies, together with the Six-Year Financial Plan, provide the framework for future financial planning efforts and help frame resource allocation decisions.

These policies are reviewed annually to ensure continued relevance and to identify any gaps that should be addressed with new policies.

The review process assesses the long-term financial implications of current and proposed programs, assumptions, and budgets.

A description of the policies is shown at the right.

- 1) Accountability: Operating/capital expenditure accountability is assured by the monthly comparison of actual expenditures to budget by the Executive Team. A quarterly report is also provided for the Board of Commissioners. Action to bring the budget into balance would follow if necessary.
- 2) Accounting Practices: Accounting practices will conform to generally accepted accounting principles as promulgated by the Government Accounting Standards Board and will maintain complete and accurate accounting records.
- 3) Asset inventory: An asset inventory shall be maintained to assess the condition of all major capital assets. This information is used to plan for the ongoing financial commitments to maximize the public's benefit.
- 4) Audit: The Washington State Auditor's Office will audit Pierce Transit annually including compliance with federal single audit requirements.
- 5) Balanced budget: A balanced budget is required. The budget is balanced if current revenues, plus reserves, are equal to or greater than expenditures. Budgeted financial requirements shall not exceed estimated financial resources in any given year. Funding shall be available for the timely replacement of capital assets at the end of their useful lives and ensure that funding is available for future expansion needs.
- 6) Debt: Debt or financing arrangements shall not be entered into unless the transaction complies with the Pierce Transit Debt Policy, Washington State RCW 39.36.010 and 35.58.272 and applicable federal laws, and has been approved by the Board of Commissioners.
- 7) Designated Balances: Designated balances for capital replacement and self-insurance shall be maintained in accordance with the policy adopted by the Board of Commissioners.



2009 BUDGET FINANCIAL POLICIES AND GOALS

Financial Plan in brief:

The financial policies and planning processes recognize the realities of limited revenue sources available to the Agency.

With the majority of the operating revenue from sales tax, collections are closely monitored and conservatively budgeted. It is recognized that this revenue source can be unpredictable based on the economic conditions.

The use of any one-time revenues for ongoing expenditures is discouraged.

- 8) *Ethics:* The Pierce Transit Code of Ethics, Chapter 1.12, provides guidance in keeping with the policies and laws of the State of Washington for ethical conduct. It is applicable to all members of the Board of Commissioners and employees. The code recognizes that the highest standards of ethics are essential to the conduct of local government. The policy is to uphold, promote, and demand the highest standards of ethics for personal integrity, truthfulness, honesty, and fairness in carrying out public duties.
- 9) *Fares:* Fares are established by the Board of Commissioners following public hearings that are required by the Federal Transit Administration. The farebox recovery ratio is intended to recover a reasonable percentage of operating costs while remaining consistent with the regional fare structure.
- 10) *Financial Plan:* Each year, Pierce Transit shall develop a six-year financial forecast. The forecast shall project revenues and expenses. This forecast shall be used for developing the capital and operating budgets and reporting in the Transit Development Plan required by the State of Washington RCW 38.58.2795. The plan shall be reviewed with the Board of Commissioners.
- 11) *Financial Reporting:* A Comprehensive Annual Financial Report (CAFR) will be issued annually within six months after the end of the fiscal year, accompanied by an independent auditor's report from the State Auditor's Office.
- 12) *Grant Management:* All grants shall be managed to comply with the laws, regulations, and guidance of the grantor.
- 13) *Insurance:* Appropriate insurance coverage shall be maintained to mitigate the risk of material loss. For self-insured coverage, a separately funded insurance reserve shall be maintained in an amount equal to the estimated liability for incurred losses that have not yet been paid and an allowance for claims incurred but not filed.



2009 BUDGET FINANCIAL POLICIES AND GOALS

Reserve Policy in brief:

Operating reserve – maintained to provide a sufficient working capital and balance to finance cash flow requirements, unanticipated downturns in revenues, and provide funds for emergency expenditures - a minimum of two months of operating expenditures.

Insurance reserve – set at a level to adequately protect the Agency from self-insurance risks. The risks and reserve levels will be evaluated annually.

Capital reserve – established to meet expenditure requirements for capital programmed in the Six-Year Financial Plan – a minimum amount equal to ten percent of the six-year average annual capital expenditures and fifty percent of the average annual grant funding programmed in the Six-Year Financial Plan.

- 14) *Investment:* Pierce Transit shall invest available funds in conformance with the investment policy adopted by the Board of Commissioners. Allowable investments and diversification of investments across security types, financial institutions, and maturities are specified.
- 15) *Reserve Policy:* The economy's cyclical nature, the need for adequate reserves to mitigate current and future risks, and requirements for financial resources for asset acquisition create a necessity for comprehensive reserve policies. The Pierce Transit Code for Reserve Policy, Chapter 3.63 provides written guidelines and restrictions.
- 16) *Purchasing Practices:* The Pierce Transit Code for Purchasing Procedures, Chapter 3.12, describes the conditions under which the Board of Commissioners may authorize the Chief Executive Officer to purchase goods and services. Specific limits and requirements are included. Intergovernmental cooperative purchasing is also authorized.
- 17) *Service Levels:* Operations will be performed at the most economical cost while maintaining desired service levels. Opportunities will be reviewed periodically to ensure that Pierce Transit is operating as efficiently and economically as possible, without compromising quality.
- 18) *Travel Policy:* The Pierce Transit Code for Travel, Chapter 3.28, identifies the requirements for travel and business expense reimbursement, allowable expenses, use of privately owned vehicles, automobile rentals, and the use of the Agency credit card program.



2009 BUDGET BASIS OF BUDGETING

In brief:

The basis of budgeting is flexible and serves a variety of functions including planning, control, and information.

As a planning tool, the budget is used to quantify the financial implications of planned operations and evaluate fiscal alternatives.

As a control document, the budget assists in the day-to-day financial operations by providing fiscal control for expenses.

As an information source, the budget provides financial information about the Agency's expected fiscal position.

Purposes of the budget

The budget serves as a policy tool for the Board of Commissioners. Management uses the budget as an expression of goals and objectives for the coming year. For the citizens of Pierce County who may not be familiar with the workings of the Agency, it presents a picture of the Agency's purpose and intentions for the coming year. The budget is designed to communicate these intentions by describing the service to be provided, the cost of the service, the proposed allocation of funds, and revenue sources used to pay for the service.

Basis of accounting and budgeting

Pierce Transit is a single enterprise fund. The financial statements are prepared using the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded as soon as they result in liabilities for benefits received. The modified accrual basis is used for budgeting. Under this method, operating revenues and expenses are budgeted on the accrual basis. Modified accrual budgeting is used for non-operating revenues and expenses, which include capital grant receipts and expenditures as well as debt service principal.

For example, under both the accrual basis and the modified accrual basis, operating revenues and expenses are recognized when they are measurable and available. However, for non-operating revenue and expenses, the accrual basis of accounting will recognize revenue and expenses as they are earned or consumed rather than received or spent in cash under the modified accrual method used for budgeting.

Capital expenditures and grant reimbursements are budgeted on a project basis. Projects are budgeted in their entirety when approved, regardless of anticipated expenditure dates. Each year thereafter, the remaining unexpended portion of the project, as well as related grant reimbursements, are carried over.



2009 BUDGET BASIS OF BUDGETING

Board of Commissioners approval by amendment to the budget required for additions for:

Personnel

Capital projects over a cumulative total of \$50,000

New capital projects

Budget and spending control

A balanced budget is required. The budget is balanced if current revenues plus reserves are equal to or greater than expenditures. Any increase to the approved total Agency budget requires authorization and approval by resolution from the Board of Commissioners. Budgets are monitored on a divisional basis for compliance with authorized expenditure levels.

Changes to personnel, travel, training, and capital expenditures require a budget revision. Unbudgeted additions to personnel require a budget amendment authorized and approved by resolution by the Board of Commissioners. Changes to travel and training budgets, within the total Agency budget, must be approved by the Executive Team. Capital expenditures are budgeted for specific projects. The Chief Executive Officer may execute changes in a capital project budget up to a cumulative total of \$50,000, including the transfer of required funds from/to the Operating Budget. The change must be within the total Agency budget. A change in a capital project budget exceeding \$50,000 requires authorization by budget amendment from the Board of Commissioners. Managers may exercise their judgment in exceeding all other maintenance and operating expense budget individual line item appropriations so long as they do not exceed the total of these appropriations. Department vice presidents may exercise their judgment in balancing maintenance and operating expense divisional budgets within the department's appropriation. Expenditures exceeding an appropriation for a department, within the total Agency budget, must be approved by the Chief Executive Officer.



**2009 BUDGET
BASIS OF BUDGETING**

Designated funds:

Operating

Capital

Insurance

Funds set aside for insurance and capital are restricted and, once restricted, may not be used for any other purpose except through Board authorization.

Designated fund balances

The Board of Commissioners has adopted policies establishing minimum balance requirements for each of the funds. The Operating Fund requires a balance to cover cash flows at a minimum of two months of Agency operating expenditures. This policy is designed to ensure that the Agency maintains adequate cash to meet monthly financial obligations, to provide time to react to any unexpected revenue downturn, and to meet emergency expenditure requirements.

The Capital Fund reserve has been established to meet capital expenditure requirements programmed in the Six-Year Financial Plan. The level of the reserve enables the Agency to respond to urgent unanticipated capital expenditure requirements as well as to protect the Agency from the uncertainty of federal and state grant funding. The minimum amount of the reserve is set at a level equal to 10% of the six-year average annual capital expenditures and 50% of the average annual grant funding programmed in the Six-Year Financial Plan.

The Insurance Fund for liability, workers' compensation, and unemployment risks is to be set at a level adequately protecting the Agency from self-insurance losses. The level of the Insurance Fund is reviewed annually with an appropriate contribution made to the fund as needed.



In brief:

The budget process is

Annual

For a fiscal year of

January 1 – December 31

Based on a

Clear mission

Stakeholder input

Provided to the public through

Web page

Libraries

Study session

Adopted by the Board

Monitored

Modified as necessary

2009 BUDGET THE BUDGET PROCESS

The process

The development of the budget is a political and managerial process that has financial and technical dimensions. The process begins with strategic planning described in the Business Planning Process section of this document. The identification and involvement of stakeholders in the planning and budgeting process is key to the success of the outcomes. The process serves the purposes of the budget.



First Step - The planning process begins each January as the strategic planning team begins the development of the Agency goals. The team, comprised of upper management with staff support, provides oversight on all planning processes, provides interactive communication with the departments and divisions throughout the year, reviews and recommends changes in the financial, capital, and service plans, and provides recommendations to Executive Team on their adoption. The policies, goals, assumptions, and capital and expense projections are coordinated with the budget development.



Second Step - The annual call for capital projects from all divisions. This step in the process is critical because the capital projects typically require significant investment and potential on-going commitments of operating funds. The projects are identified by the division managers to accomplish the Agency goals. Requests are evaluated and prioritized based on how well they satisfy the goals and objectives of the Agency before they are programmed in the budget and subsequent six-year plans.

Capital projects are scored based on how well they satisfy the criteria and ranked accordingly. They are prioritized and based on the rankings are recommended to the Executive Team for approval and inclusion in the budget.



2009 BUDGET THE BUDGET PROCESS

The criteria used in evaluating the capital projects for inclusion in the budget reflect the goals of the Agency:

Increase in ridership

The project results in more sustained riders on the system.

Ensure fiscal responsibility

The project improves or adheres to financial rules or policies and provides the best return for each dollar spent.

Support and partner with our community

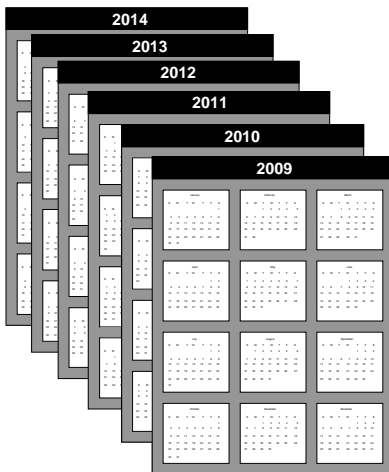
The project provides for greater economies or encourages growth in the corridors served through leveraged funding.

Improve customer satisfaction and system quality

The project improves customer satisfaction or is in response to customer needs.

Maintain a dedicated and professional workforce

The project supports a positive work environment that promotes learning and collaboration.



Third Step - The presentation of the Six-Year Financial Plan and recommended capital projects to the management team. A retreat is held to review the Agency direction and present proposed service levels, revenue projections, and division expenditure targets. An important part of this retreat is the involvement and feedback from the managers. With this information, managers and vice presidents set division goals, objectives, and priorities. The objectives are consistent with the Agency mission and support the goals. They focus on what the Agency plans to accomplish in the coming year. Using these objectives as a guide, managers develop work plans.



2009 BUDGET THE BUDGET PROCESS

A second retreat is held for the presentation of this information by the managers to the entire team. The work plans describe how the division plans to contribute to achieving the Agency's overall goals and objectives.



Fourth Step - The management team is now equipped with the information needed to develop the divisional operating expenditure requirements. These requests are submitted to the Budget Office. The Budget Office compiles the requests and prepares the total Agency budget documents and analysis information in a preliminary budget.



Fifth Step - The Executive Team reviews the preliminary budget. Meetings are held with managers as necessary. Changes are made and the final preliminary budget is submitted to the Board of Commissioners Administrative/Finance/Audit Committee for evaluation and comment.



Sixth Step - The recommended budget is made available to the public on the web page and through the local libraries. It is provided for review at a public study session and reviewed by the entire Board of Commissioners in November. If necessary, adjustments are made and the budget is submitted to the Board of Commissioners for adoption.



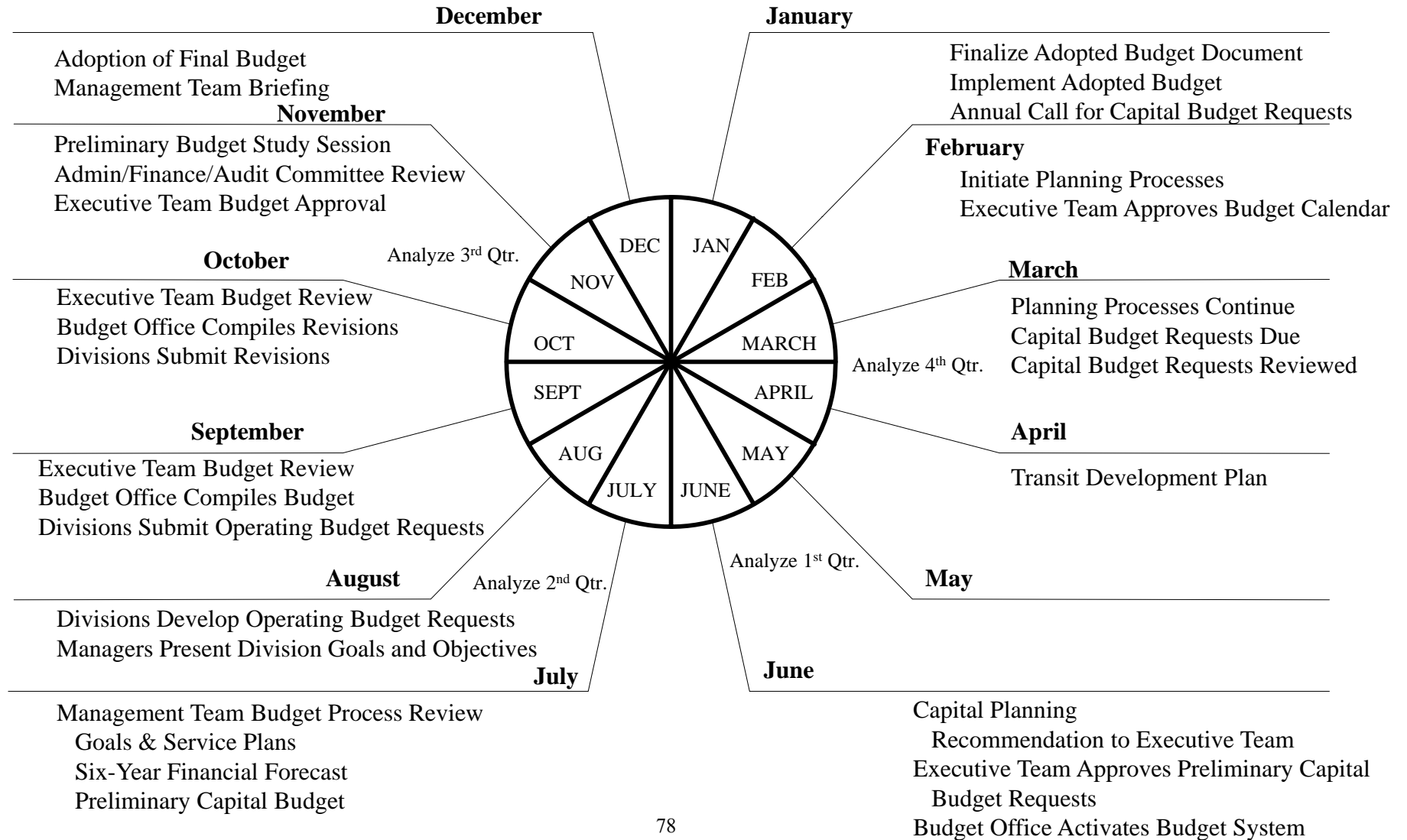
Seventh Step - The Board of Commissioners adopts the budget in December.



Eighth Step - Implementation is followed by monitoring and revisions as required.



2009 BUDGET ANNUAL BUDGET DEVELOPMENT CALENDAR





**2009 BUDGET
MISSION AND BOARD STRATEGIC DIRECTION**

Mission Statement

“Deliver outstanding transportation services that match our customers’ needs.”

The Board of Commissioners of Pierce Transit identified a strategic direction and goals for the Agency. The purpose is to ensure mobility options are offered to the citizens in the service area in an innovative and efficient manner and provide guidance for all Agency planning and operations.

The adoption of the direction and goals in April 2008 incorporates them into Part I of the Pierce Transit Code, a codification of the resolutions of Pierce Transit.

Board Strategic Direction

- Provide a business approach that uses technology and best practices ensuring Pierce Transit’s performance moves from “Good to Great”
- Provide a system that is efficient, fiscally responsible, and uses resources wisely
- Provide work environment that develops its employees and rewards innovation and high performance
- Provide services that benefit the community and are embraced by our citizens
- Provide safe and attractive system that draws new riders
- Provide effective and innovative services that respond to change and growth
- Provide a continued commitment to green technologies and strategies that respond to climate change



**2009 BUDGET
PROJECT INNOVATION GOALS & OBJECTIVES
AND PERFORMANCE MEASURES**

In brief:

Project Innovation (PI), an employee driven process for improving the Agency, was established in 2008. On October 31, 2008 the Board of Commissioners reviewed the 2008 team recommendations and work products and supported initiatives that advanced the Board's commitment to green technologies and strategies, workplace wellness, internal process improvement, enhanced safety, and transit system redesign. The process will continue into 2009 in an effort to identify ways to use our resources more effectively and attract new riders.

Project Innovation Goals & Objectives

Maximize Agency Business Performance

Objective	Target
Align non-represented employee annual performance review to board and agency goals	Achieve 100% non-represented employee performance plan development and annual evaluation review
Improve internal communications	Achieve 100% of employees 4 times per year via multiple communications methods
Improve efficiencies	Lower cost per passenger trip by 5% by 2012
Expand/improve agency external stakeholder outreach/relations	Achieve 2 contacts per department per week for total of 624 contacts

Shift Employee Focus from "Good to Great"

Objective	Target
Identify employee satisfaction baseline and establish 2010 improvement goal	Complete survey by September 2009 and commit to improvement goal by 12/31/2009
Identify organization's cultural behavior baseline and initiate agency cultural disciplines awareness campaign	Complete survey by September 2009 and communicate Agency's Cultural Disciplines to 100% of employees by 12/31/2009
Continue Project Innovation - Phase II Design	Complete Board authorized Project Innovation design work by October 1, 2009



**2009 BUDGET
PROJECT INNOVATION GOALS & OBJECTIVES
AND PERFORMANCE MEASURES**

The performance measures and targets will be monitored and evaluated.

Improve System Performance

Objective	Target
Increase ridership system-wide	Increase ridership by 25% from year end 2008 by year end 2012
Improve fixed route service productivity	Increase passengers per revenue hour from 22 to 28 by 2012
Implement Phase 1 fixed route service redesign (Phase 1 is within current funding)	By September 2009 Shakeup
Align capital facility plan to multiple phase service redesign	Identify Phase 1 capital need by September 2009
Provide safe and secure transit environment	Reduce experience crime rate by 3% by 12/31/2009 Reduce preventable vehicle accidents to ten accidents per 100,000 miles
Advance innovative products/services	Complete Board authorized Project Innovation design work by October 1, 2009

Advance "Green" Strategies

Objective	Target
Implement high priority, funded state and local Climate Action transit strategies	Contribute to GRTF carbon emission reduction goals (see final plan)
Implement Pierce Transit Executive Order #1 - Establishing a Commitment to Utilize Green Technologies and Strategies	Incrementally by 2012



**2009 BUDGET
PROJECT INNOVATION GOALS & OBJECTIVES
AND PERFORMANCE MEASURES**

In brief:

In addition to the Project Innovation goals & objectives, Pierce Transit measures service, productivity, efficiency, and effectiveness.

Pierce Transit uses these performance measures to obtain useful information in a consolidated format to gauge the success of agency policies and programs and for the improvement of the Agency's services.

Service, capital, and financial plans for each of the next six years are formalized when the Board of Commissioners adopts the Six-Year Transit Development Plan (TDP). The TDP draws upon the objectives and strategies contained within the Strategic Business Plan in order to identify future funding priorities while the annual budget details the agency's spending plan for the coming year.

In developing each year's TDP update and the annual budget, Pierce Transit's management team which includes the Board of Commissioners, Executive Team and project managers, carefully consider alternative service delivery, resource utilization, and capital strategies to determine which have the greatest potential to advance the Agency's objectives. In doing this, they carefully review public comments, adopted regional and community plans, Pierce Transit's long-range Strategic Business Plan and the success of similar projects in the past. This year's budget is the product of that analysis.

A central element of the budget process is the development of business cases for all proposed capital projects. They provide project justification and the Agency objectives that are advanced by the proposed project. This requires managers to consider how capital initiatives advance broader Agency goals.

Performance Measures and Performance Targets

Throughout 2008, Pierce Transit continued its efforts to upgrade and expand its performance measurement system and began to integrate performance targets into the long-range planning and budgeting processes. While Pierce Transit has always monitored its performance, formal performance measures and targets had not been developed. The Transit Accountability and Performance Standards (TAPS) project began with a comprehensive review of existing departmental performance measures. This allowed managers to consider how departmental objectives and measures advance broader agency goals. The project team then went on to develop a set of agency-wide measures that are used to evaluate its progress towards achieving the objectives outlined in the Strategic Business Plan.



2009 BUDGET PROJECT INNOVATION GOALS & OBJECTIVES AND PERFORMANCE MEASURES

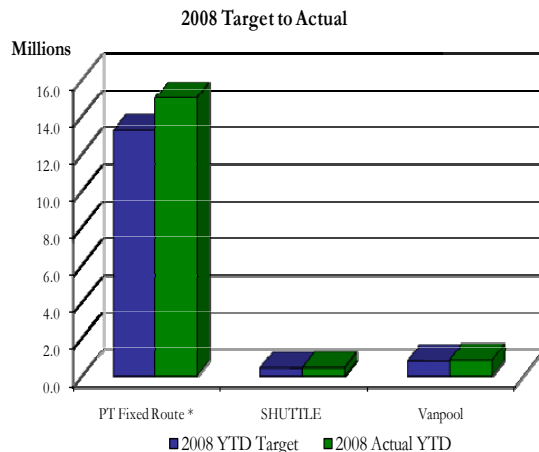
Total Boardings are favorable if above or equal to the annual target.

2008 Total Boardings Performance:

PT fixed route favorable and above target.

SHUTTLE favorable and above target.

Vanpool favorable and above target.



* Excludes Sound Transit

In doing this, the TAPS Team carefully defined each of the measures being analyzed. Clear and precise definitions, standardized data collection techniques and centralized storage of performance-related information are all key elements of the TAPS process and will continue to be refined.

Currently, Pierce Transit employs five external performance measures, described below. Targets will be modified each year as more information is being developed. In 2008, these measures were reported and monitored at an Agency-wide level for progress towards goals. The 2009 measures are shown below. Targets have been set for 2009.

External Measures

Five external measures are identified. These are measures that have broad recognition outside Pierce Transit and are often used to compare transit agencies in different communities. Most are subdivided to provide separate targets for each of Pierce Transit's modes of service.

1. Total Boardings - The total number of people boarding a Pierce Transit vehicle during a given period. Excludes services operated under contract with Sound Transit.

	2008 Annual Target	2008 YTD Actual	2008 YTD % of Target	2009 Annual Target
Total Boardings				
Pierce Transit (PT) Fixed Route - includes local fixed route, express service, and BusPLUS; excludes Sound Transit.	13,226,461	14,997,602	113.4%	14,841,264
SHUTTLE - includes directly operated and purchased services.	435,986	451,674	103.6%	467,295
Vanpool - includes vanpool and special use vans.	795,000	851,500	107.1%	917,000
Total	<u>14,457,447</u>	<u>16,300,776</u>	112.8%	<u>16,225,559</u>



**2009 BUDGET
PROJECT INNOVATION GOALS & OBJECTIVES
AND PERFORMANCE MEASURES**

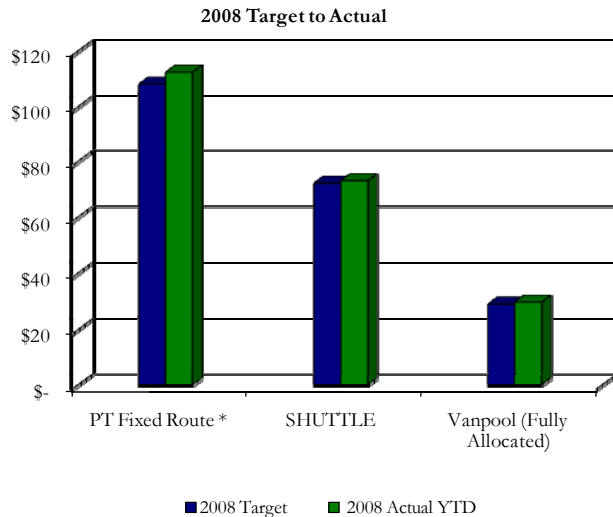
Cost per Service Hour is favorable if below or equal to the annual target.

2008 Cost per Service Hour Performance:

PT fixed route unfavorable and above target.

SHUTTLE unfavorable and above target.

Vanpool unfavorable and above target.



* Excludes Sound Transit

2. Cost per Service Hour - The unit cost of productivity, services, or cost efficiency. Service hours include deadhead, drive time while in service and layover. Maintenance and training hours are not part of this category. Operating cost divided by service hours.

Cost Per Service Hour	2008 Annual Target	2008 YTD Actual	2008 YTD % of Target	2009 Annual Target
Pierce Transit (PT) Fixed Route - includes local fixed route, express service, and BusPLUS; excludes Sound Transit.	\$ 107.98	\$ 112.34	\$ (4.36)	\$ 111.49
SHUTTLE - includes directly operated and purchased services.	\$ 72.14	\$ 73.02	\$ (0.87)	\$ 78.04
Vanpool - includes vanpool and special use vans.	\$ 28.93	\$ 29.65	\$ (0.71)	\$ 29.81



**2009 BUDGET
PROJECT INNOVATION GOALS & OBJECTIVES
AND PERFORMANCE MEASURES**

Farebox Recovery is favorable if above or equal to target.

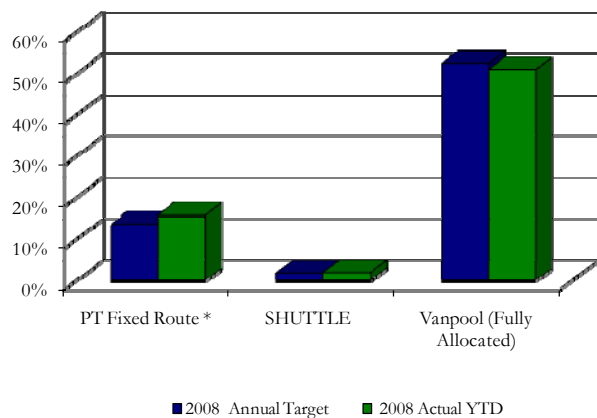
2008 Farebox Recovery Performance:

PT fixed route favorable and above target.

SHUTTLE favorable and above target.

Vanpool unfavorable and below target.

2008 Target to Actual



* Excludes Sound Transit

3. Farebox Recovery - This ratio indicates how much the passenger provides toward the total cost of service. Total farebox revenues divided by total operating costs.

Farebox Recovery	2008 Annual Target	2008 YTD Actual	2008 YTD % of Target	2009 Annual Target
Pierce Transit (PT) Fixed Route - includes local fixed route, express service, and BusPLUS; excludes Sound Transit.	13.6%	15.7%	115%	17.4%
SHUTTLE - includes directly operated and purchased services.	1.8%	1.9%	106%	2.2%
Vanpool - includes vanpool and special use vans.	52.4%	51.0%	97%	55.0%



**2009 BUDGET
PROJECT INNOVATION GOALS & OBJECTIVES
AND PERFORMANCE MEASURES**

Passenger per Service Hour is favorable if above or equal to target.

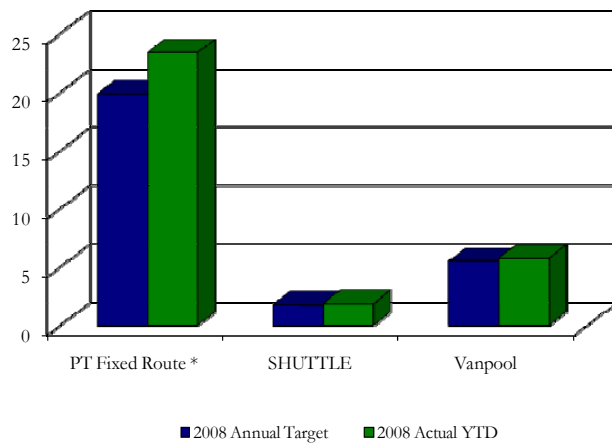
2008 Passenger per Service Hour Performance:

PT fixed route favorable and above target.

SHUTTLE favorable and above target.

Vanpool favorable and above target.

2008 Target to Actual



* Excludes Sound Transit

4. Passengers per Service Hour – The number of passenger trips taken during one hour of service. Service hours include deadhead, drive time while in service and layover. Maintenance and training hours are not part of this category. Excludes services operated under contract with Sound Transit. Passengers divided by service hours.

Passengers per Service Hour	2008 Annual Target	2008 YTD Actual	Difference Favorable (Unfavorable)	2009 Annual Target
Pierce Transit (PT) Fixed Route - includes local fixed route, express service, and BusPLUS; excludes Sound Transit.	19.85	23.36	3.50	22.45
SHUTTLE - includes directly operated and purchased services.	1.78	1.87	0.09	1.95
Vanpool - includes vanpool and special use vans.	5.48	5.77	0.29	5.77



**2009 BUDGET
PROJECT INNOVATION GOALS & OBJECTIVES
AND PERFORMANCE MEASURES**

Cost per Passenger is favorable if below or equal to target.

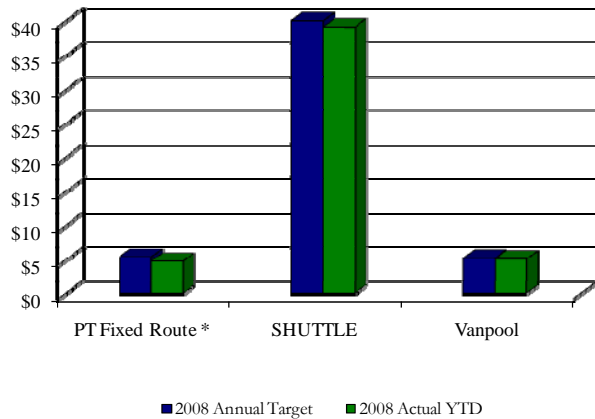
2008 Cost per Passenger Performance:

PT fixed route favorable and below target.

SHUTTLE favorable and below target.

Vanpool favorable and below target.

2008 Target to Actual



* Excludes Sound Transit

5. Cost per Passenger – The operating cost of carrying a passenger. Operating expense divided by the number of passengers.

Cost per Passenger	2008 Annual Target	2008 YTD Actual	Difference Favorable (Unfavorable)	2009 Annual Target
Pierce Transit (PT) Fixed Route - includes local fixed route, express service, and BusPLUS; excludes Sound Transit.	\$ 5.44	\$ 4.81	\$ 0.63	\$ 4.97
SHUTTLE - includes directly operated and purchased services.	\$ 40.60	\$ 39.10	\$ 1.50	\$ 40.04
Vanpool - includes vanpool and special use vans.	\$ 5.28	\$ 5.14	\$ 0.14	\$ 5.17



**2009 BUDGET
PROJECT INNOVATION GOALS & OBJECTIVES
AND PERFORMANCE MEASURES**

Next Steps

Progress toward performance measure targets is monitored and reported monthly, with more extensive quarterly and annual reports provided to Pierce Transit's Board of Commissioners and Management Team.

- Data collection and reporting procedures are being standardized to ensure that data is being consistently presented over time. It may be appropriate to modify some measures while others may be eliminated or added.
- Performance measures will be updated to reflect the Agency's evolving vision. Pierce Transit's Board of Commissioners has undertaken a major strategic positioning exercise. This will provide the basis for future updates to the Agency's strategic planning documents – the mission statement, objectives, strategies, Strategic Business Plan, and annual transit development plan. Performance measures and targets will be adjusted to reflect these evolving Agency priorities and they will become the basis for planning the Six-Year Financial Plan and the Budget.
- When this is complete, Pierce Transit will begin to cascade performance objectives, measures, and targets down to individual departments, offices, and divisions. This effort, which will likely extend over the next two to three years, will more closely detail departmental measures to the Agency's overall system.



**2009 Budget
Operating Statistics
All Modes**

	2006 Budget	2007 Budget	2008 Budget	2009 Budget	% Change 2008 - 2009
Pierce Transit					
Fixed Route Local, BusPLUS & Express					
Ridership	12,300,000	12,761,938	13,226,461	14,841,264	12.2%
Service Hours	597,672	625,462	666,223	660,941	-0.8%
Service Miles	8,182,224	8,767,337	8,965,402	8,676,606	-3.2%
Sound Transit					
Fixed Route Express					
Ridership	2,100,000	2,030,995	2,091,925	2,579,061	23.3%
Service Hours	168,968	154,865	170,379	179,952	5.6%
Service Miles	4,557,572	3,932,439	4,521,755	4,681,409	3.5%
Total Fixed Route (Pierce Transit & Sound Transit)					
Ridership	14,400,000	14,792,933	15,318,386	17,420,325	13.7%
Service Hours	766,640	780,327	836,602	840,893	0.5%
Service Miles	12,739,796	12,699,776	13,487,157	13,358,015	-1.0%
SHUTTLE					
Ridership	442,410	401,333	435,986	467,295	7.2%
Service Hours	178,417	210,663	245,370	239,755	-2.3%
Service Miles	3,148,300	3,316,169	3,525,996	3,288,046	-6.7%
Vanpool					
Ridership	764,400	859,000	795,000	917,000	15.3%
Service Hours	108,112	123,729	145,000	159,000	9.7%
Service Miles	4,054,200	4,363,000	4,214,463	4,510,000	7.0%
AGENCY TOTAL (Pierce Transit and Sound Transit Fixed Route, BusPLUS, SHUTTLE & Vanpool)					
Ridership	15,606,810	16,053,266	16,549,372	18,804,620	13.6%
Service Hours	1,053,169	1,114,719	1,226,972	1,239,648	1.0%
Service Miles	19,942,296	20,378,945	21,227,616	21,156,061	-0.3%



*Each day, 2,400
people park free
at Pierce Transit's
Tacoma Dome
Station, the region's
first and largest
multi-modal
transit facility.*





2009 BUDGET OPERATING BUDGET

In brief:

The Operating Budget reflects discussions with staff and the Board of Commissioners regarding the Strategic Business Plan, Six-Year Financial Plan, and options available to increase ridership and improve service.

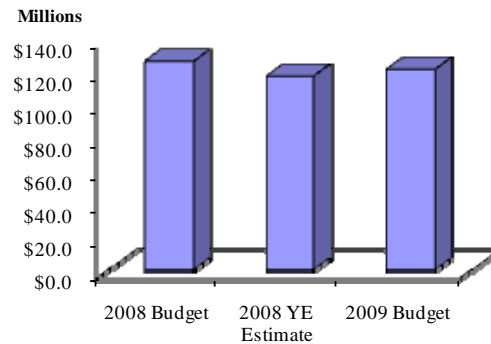
Operating budget revenue in 2009 is decreasing 3.9% largely as a result of the decrease in the sales tax revenue partially offset by an increase in fares and Sound Transit regional express service reimbursement.

The operating expenditure budget for 2009 is increasing by 5.5% over the 2008 Budget. The increase is driven by additional Sound Transit and Purchased Transportation service, personnel costs for wage and labor agreement adjustments, health and retirement benefits, and unleaded and diesel fuel costs.

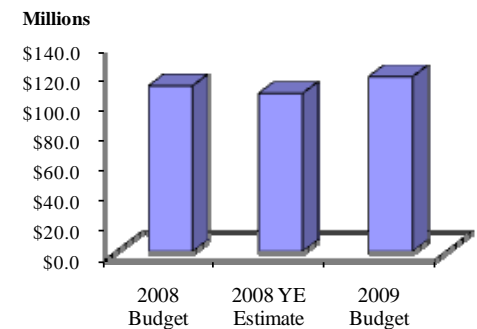
2009 Operating Budget Summary Comparison with 2008

	2008 Amended <u>Budget</u>	2008 Year-End <u>Estimate</u>	2009 <u>Budget</u>	Budget to Budget Change	
				<u>Amount</u>	<u>%</u>
Operating Revenues	\$ 126,456,400	\$ 117,213,700	\$ 121,469,300	\$ (4,987,100)	-3.9%
Operating Expenditures	(109,238,200)	(104,716,600)	(115,291,900)	(6,053,700)	5.5%
	17,218,200	12,497,100	6,177,400		
Non-Operating Expenditures	(1,944,100)	(1,348,300)	(1,976,700)		
Operating Transfers	(982,800)	(694,700)	(4,019,900)		
Net Change - Designated Balances	<u>\$ 14,291,300</u>	<u>\$ 10,454,100</u>	<u>\$ 180,800</u>		

Revenue Comparison



Expenditure Comparison





**2009 BUDGET
OPERATING BUDGET**

Revenue:

The type of revenue and 2009 dollar and percent change from 2008 Budget is provided in the table and the change is briefly explained as follows.

Fares
ridership increase

Advertising
advertising demand

Sound Transit
reimbursement rate
services provided

Sales Tax
economic conditions
consumer spending

Preventive Maintenance
federal grant revenue

Interest
investment balance
interest rates

Other
salvage sales

**2009
Operating Budget Summary Analysis
Revenues By Object**

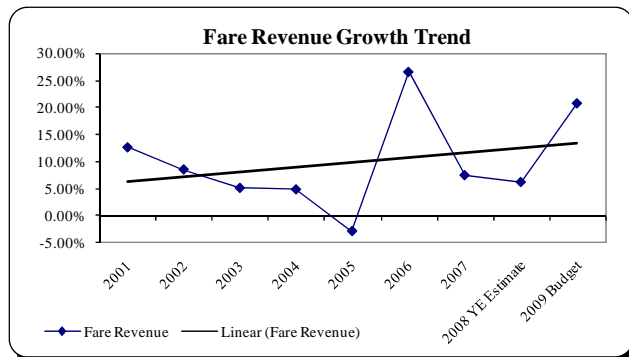
	2008 Amended <u>Budget</u>	2008 Year-End <u>Estimate</u>	2009 <u>Budget</u>	Budget to Budget Change	
				<u>Amount</u>	<u>%</u>
Operating Income					
Fares	\$ 12,322,200	\$ 13,137,200	\$ 15,865,500	\$ 3,543,300	28.8%
Advertising	900,000	963,900	962,500	62,500	6.9%
Sound Transit	18,616,900	18,616,900	20,473,000	1,856,100	10.0%
Non-Operating Income					
Sales Tax	82,113,900	73,298,700	72,565,800	(9,548,100)	-11.6%
Preventive Maintenance	6,433,300	6,861,100	6,861,100	427,800	6.6%
Interest	2,995,300	1,813,600	1,315,900	(1,679,400)	-56.1%
Other	365,900	365,900	650,000	284,100	77.6%
Operating Contributions	2,708,900	2,156,400	2,775,900	67,000	2.5%
	<u>\$ 126,456,400</u>	<u>\$ 117,213,700</u>	<u>\$ 121,469,300</u>	<u>\$ (4,987,100)</u>	<u>-3.9%</u>

In summary, Operating Income increases are due primarily to the increase in projected fare revenue and the increase in Sound Transit service hours, which is reimbursed at a negotiated rate. Non-Operating income includes sales tax, the primary source of revenue that is anticipated to decrease 11.6% from the 2008 Budget based on area economic conditions. Interest revenue estimates are based on investment balances and projected interest rates. Operating Contributions are increasing due to anticipated grants for Commute Trip Reduction, Employer Services Programs, and for special needs operations.



In brief:

Fare revenue is affected by two factors, fare price and ridership. The Fare increases in 2002 and 2006 resulted in additional fare revenue. The 2006 fare revenue reflects reconciliation of 2005 revenue with the Puget Sound Regional Fare System. A fare increase is scheduled for January, 2009 of \$.25 for adults only for a total of \$1.75 per trip. No increase is planned for youth or disabled. These factors influence the trend in fare revenue. Ridership has been increasing since 2003.



2009 BUDGET OPERATING BUDGET

Operating Income

Fares – Fare revenue is derived from cash fares paid by customers along with other methods of fare payment such as the sale of passes, tickets, and tokens. Pierce Transit is participating with six other Central Puget Sound transit agencies to implement a Smart Card system to replace the current Puget Pass regional fare program in 2009. Called One Regional Card for All (ORCA), the system will provide a seamless fare system to the region's customers. It will also enable agencies to offer new transit fare options, reduce media confusion, and improve interagency fare revenue reconciliation. Through an apportionment process, regional fares will be shared by the participating agencies. The next fare structure revision is effective January 1, 2009.

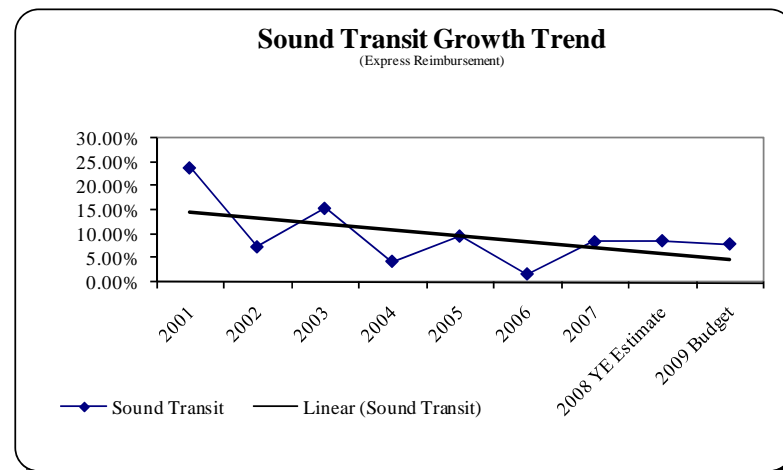
Cash Fares (effective 1/1/09)		
Service	Adult	Senior Disabled
Local	\$1.75	\$0.75
Express	\$1.50 - \$3.00	\$.50 - \$1.50
Passes are also available		

Advertising – Revenue is generated through the sale of space on buses to businesses. Earnings are projected at the level of the minimum guarantee in the current contract with a local advertising agency. The contract year begins in July.



2009 BUDGET OPERATING BUDGET

Sound Transit – Sound Transit is the Central Puget Sound Regional Transit Authority authorized by the Washington State Legislature to plan, build, and operate a high-capacity transit system within the region’s most heavily used travel corridors. Pierce Transit is under contract to provide regional express services that operate within and from Pierce County. The cost of the service is based on a cost allocation model in a contractual agreement. Additional agreements are for reimbursements for the Tacoma Dome Station (TDS) shared costs, security, liability claims, and special services. The increase in revenue is a result of service hours increasing. A sales tax increase for Sound Transit was approved by voters in November, 2008. The increase of three-tenths of one percent will be effective April 1, 2009. The Sound Transit package of new transit projects and services for this increase may affect service provision by Pierce Transit in the future.





2009 BUDGET OPERATING BUDGET

In brief:

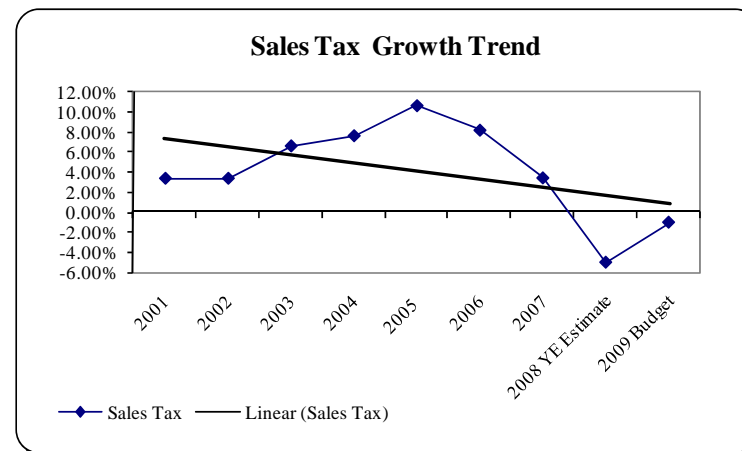
Economic conditions impact sales tax revenue collections.

Sales tax revenue is currently 60% of the annual Agency operating income.

Changes in sales tax revenue growth can have a significant impact on Agency operations and are monitored closely.

Non-Operating Income

Sales Tax – The revenue is derived from a locally levied sales tax based on six-tenths of one percent of taxable sales within the Public Transportation Benefit Area. Under Washington State law, a public transportation benefit area can levy sales tax, with voter approval, up to nine-tenths of one percent of taxable sales. The current rate of six-tenths of one percent of taxable sales was approved by the voters effective July 1, 2002. The tax is imposed on purchasers of tangible personal property and certain services. Sellers collect the tax for state and local government. The State distributes the collections to the Agency on a two-month lag. Food, drugs, and some manufacturing equipment are excluded. A use tax is imposed when sales tax has not been collected. Sales tax projections are based on historical information and economic conditions. Close monitoring is conducted throughout the year with State and local economists. Sales tax revenue is projected to reach 60% of operating revenues in 2009 for \$73 million. The 2009 projection is based on a decrease of 1% from the 2008 year-end estimate, resulting in an 11.6% decrease from the 2008 budget. Services will be accelerated if the sales tax revenue comes in higher. The average growth rate in sales tax for the period 2001-2009 projected is 4.2%. However, there have been two years at only 3% and current economic conditions reflect a dramatic change in growth from the nearly 12% increase in 2005.





2009 BUDGET OPERATING BUDGET

In brief:

The Preventive Maintenance revenue is authorized in Section 5307 of the Federal Safe, Accountable, Flexible, Efficient Transportation Act: A Legacy for Users (SAFETEA-LU) Public Law (PL) 109-59, enacted August 10, 2005 for the five year period 2005 – 2009.

Preventive Maintenance – The Federal Transit Administration (FTA) provides Urbanized Area Formula Grants (49USC5307) to urbanized areas for transit-related purposes. Preventive maintenance expenses are eligible for this funding along with some Americans With Disabilities Act (ADA) complementary paratransit service. Apportionments are made on the basis of legislative formulas. Pierce Transit is a part of the Seattle urbanized area (UZA) with a population of more than 1,000,000. The population determines the formula. It is based on a combination of bus revenue vehicle miles, bus passenger miles, fixed guideway revenue vehicle miles, and fixed guideway route miles as well as population and population density. These federal funds are authorized in Section 5307 of the Safe, Accountable, Flexible, Efficient Transportation Act: A Legacy for Users (SAFETEA-LU) Public Law (PL) 109-59, enacted August 10, 2005 for the five year period 2005-2009. The Preventive Maintenance portion of this funding is \$6,861,100 for 2009.

Interest Income – Cash temporarily idle during the year is invested in accordance with Washington State law in certificates of deposit, repurchase agreements, U.S. Treasury bills, bankers' acceptances, and Agency obligations. Interest income is dependent on the size of the investment portfolio as well as interest rates.

Other – This revenue category includes revenue received from parking fees at the Tacoma Dome Station, revenue from the sale of vehicles at the end of their useful life, and miscellaneous sources.



2009 BUDGET OPERATING BUDGET

Operating Contributions

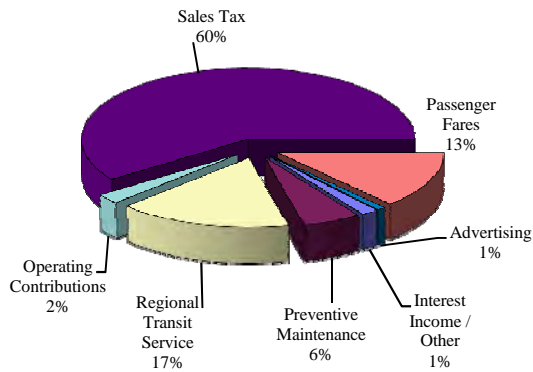
Commute Trip Reduction/Employer Services – Funds are distributed through the Washington State Department of Transportation (WSDOT) to nine counties. All counties receive a base amount with the remaining funds distributed based on the number of affected worksites in each county. Each county creates a formula to allocate the funds. Pierce Transit enters into an agreement with Pierce County for the funds. The amount may vary each biennium. Additional Congestion Mitigation Air Quality (CMAQ) funds from the federal government are received through projects with WSDOT, Pierce County, and the City of Tacoma. These projects fund support to commute trip reduction efforts.

Beginning Balance – The balance consists of working cash and designated balances for operating, insurance, and depreciation accounts.

The Operating Budget revenues by the above categories as a percent of the total operating revenue and the dollar amounts for 2007 Year-End Actuals, 2008 Amended Budget, 2008 Year-End Estimate, 2009 Budget, and the percent change from 2009 Budget to 2008 Budget follow.



Operating Revenues



2009 BUDGET OPERATING SUMMARY - REVENUES

(rounded to the nearest \$100)	2007 YEAR-END ACTUALS	2008 AMENDED BUDGET	2008 YEAR-END ESTIMATE	2009 BUDGET	% CHANGE 2009 BUDGET TO 2008 BUDGET
OPERATING REVENUES					
OPERATING INCOME					
Passenger Fares	\$12,372,200	\$12,322,200	\$13,137,200	\$15,865,500	28.8%
Advertising	816,600	900,000	963,900	962,500	6.9%
Regional Transit Service					
Express Reimbursement	16,028,200	17,566,700	17,566,700	18,970,800	8.0%
TDS Reimbursement	717,900	555,200	555,200	994,600	79.1%
Special Service Reimbursement	334,100	210,000	210,000	222,600	6.0%
Other Reimbursement	99,900	285,000	285,000	285,000	0.0%
OPERATING INCOME	30,368,900	31,839,100	32,718,000	37,301,000	17.2%
NON-OPERATING INCOME					
Sales Tax	77,156,600	82,113,900	73,298,700	72,565,800	-11.6%
Preventive Maintenance	4,789,100	6,433,300	6,861,100	6,861,100	6.6%
Interest Income	2,766,900	2,995,300	1,813,600	1,315,500	-56.1%
Other	638,900	365,900	365,900	650,000	77.6%
NON-OPERATING INCOME	85,351,500	91,908,400	82,339,300	81,392,400	-11.4%
OPERATING CONTRIBUTIONS					
CTR / Vanpool Assistance	322,000	191,000	81,000	216,000	13.1%
Grant Exchange Funds	1,366,900	1,033,300	1,075,400	1,075,400	4.1%
Special Needs Transportation Grant	494,500	1,484,600	1,000,000	1,484,500	0.0%
OPERATING CONTRIBUTIONS	2,183,400	2,708,900	2,156,400	2,775,900	2.5%
TOTAL OPERATING REVENUES	117,903,800	126,456,400	117,213,700	121,469,300	-3.9%
BEGINNING BALANCE	49,845,800	54,761,200	56,632,000	67,086,000	22.5%
TOTAL OPERATING REVENUES AND BEGINNING BALANCE	\$167,749,600	\$181,217,600	\$173,845,700	\$188,555,300	4.0%



2009 BUDGET OPERATING BUDGET

Expenditures:

Fixed route services use the majority of the Agency's resources. As shown in the graph, \$73.69 million will be required in 2009 to provide the planned levels of service utilizing 63% of the funds.

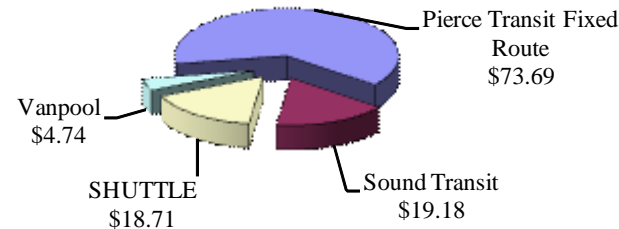
Sound Transit service totals \$19.18 million.

SHUTTLE service will require \$18.71 million to provide the budgeted level of service.

Vanpool program activities will need \$4.74 million for budgeted expenses in 2009.

These expenditures include the Insurance Fund and the Operating Budget purchased insurance expenses.

**2009 Operating Expenditure
Distribution by Service**
(without transfers)
Total: \$116.32 million



The change in Pierce Transit fixed route, local, bus plus, and express and Sound Transit fixed route express service hours and miles from 2008 Budget to 2009 Budget is shown below.

	2008 Budget	2009 Budget	Change	% Change
Hours				
Pierce Transit	666,223	660,941	-5,282	-0.8%
Sound Transit	170,379	179,952	9,573	5.6%
Total	836,602	840,893	4,291	0.5%
Miles				
Pierce Transit	8,965,402	8,676,606	-288,796	-3.2%
Sound Transit	4,521,755	4,681,409	159,654	3.5%
Total	13,487,157	13,358,015	-129,142	-1.0%

The distribution of resources is the most difficult aspect of budgeting. The staff and Board feel the budget reflects the best use of the available funds for the efficient and effective provision of service to the community.



The expenditures are categorized by the following functions:

Operating

Personnel

Wages and Benefits

Maintenance and Operations

Supplies

Services

Insurance (Purchased)

Utilities

Repairs

Rentals

Purchased Transportation

Other

Non-Operating

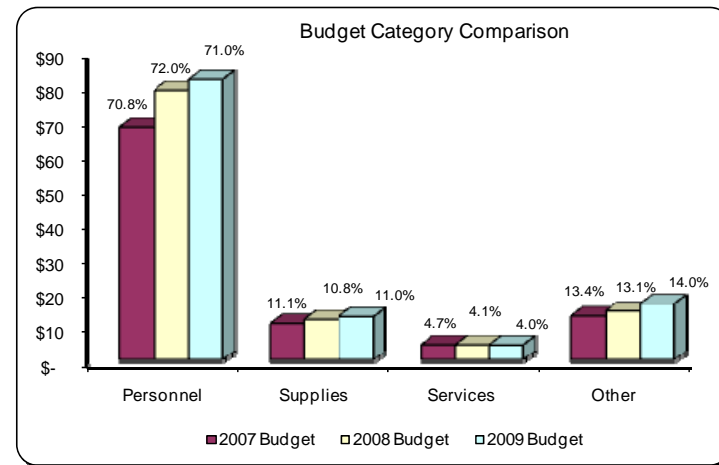
Debt Service

Transfers

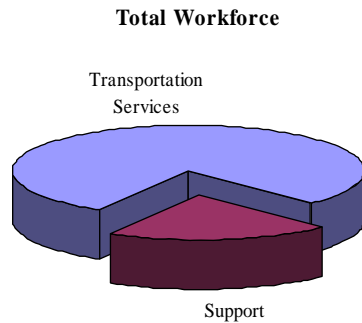
2009 BUDGET OPERATING BUDGET

Budget Category Comparison

As shown on the graph below, while the operating budget expenditures have increased, the categories of the budget are nearly identical in all years. Personnel costs continue to be approximately 71%, supplies 11%, services 4%, and other 14% of the operating budget.



Operating expenses for 2009 are projected to total \$115.3 million. Total expenses are increasing \$6.1 million over the 2008 Budget. This is a result of wage and benefit labor agreement adjustments, medical and dental premium increases, and maintenance and operating cost increases attributable to supplies and material costs, fuel prices, and improved safety and security of our customers and employees.



2009 BUDGET OPERATING BUDGET

2009 Operating Budget Summary Analysis Expenditures By Object

	2008 Amended <u>Budget</u>	2008 Year-End <u>Estimate</u>	2009 <u>Budget</u>	Budget to Budget Change	
				<u>Amount</u>	<u>%</u>
Wages	\$ 59,531,700	\$ 55,185,100	\$ 61,042,000	\$ 1,510,300	2.5%
Benefits	19,166,100	17,591,400	20,745,200	1,579,100	8.2%
M & O	30,540,400	31,940,100	33,504,700	2,964,300	9.7%
Total Operations	109,238,200	104,716,600	115,291,900	6,053,700	5.5%
Non-Operating Expenditures	1,944,100	1,348,300	1,976,700	32,600	1.7%
Total	<u>\$ 111,182,300</u>	<u>\$ 106,064,900</u>	<u>\$ 117,268,600</u>	<u>\$ 6,086,300</u>	5.5%

Wages - The 2.5% increase in wages includes scheduled wage adjustments and the annualized cost of 2008 positions. The current Master Agreement with the transit union is for a three-year period, July 1, 2008 through June 30, 2011.

The 2009 Budget includes 1,025 positions and 1,017.6 full-time equivalents (FTEs). There are no increases in staff positions in the 2009 Budget. A total of 48 positions have been eliminated from the 2008 Budget level due to the loss of revenue.

Benefits - Benefit costs are accelerating due to health premium increases. The Washington State Public Employees Retirement System (PERS) is scheduled to decrease the employer contribution rate from 8.31% to 8.0% of eligible wages effective July 1, 2009.



2009 BUDGET OPERATING BUDGET

Maintenance and Operations - The focus for 2009 is on service improvements, safety and security of customers and employees, along with increased employee services and training and development. At the same time, the budget recognizes rising costs for non-controllable items.

Supplies - Fuel costs, representing approximately 5% of the operating budget, are increasing \$892,314. Compressed Natural Gas (CNG) comprises 31% of the fuel costs. The Pierce Transit fleet is 100% CNG powered. The CNG cost reflects the contract price of \$1.011 and \$0.959 effective November 2009. The diesel and unleaded costs are based on the best information available. Diesel costs are reimbursed by Sound Transit.

The fuel prices from 2008 Amended Budget and 2009 Budget are shown below.

Fuel Prices

		2008 Budget	2009 Budget	\$ Change 2008 Budget to 2009 Budget
Unleaded	\$	2.400	\$ 3.000	\$ 0.600
Diesel	\$	2.670	\$ 3.250	\$ 0.580
CNG Jan/Oct	\$	1.066	\$ 1.011	\$ - 0.053
CNG Nov/Dec	\$	1.021	\$ 0.959	\$ -0.062

Services - Services increases include promotions to support service changes. Purchased Transportation expenditures are increasing \$1,056,800 or 15.2% over 2008 Budget as a result of service demand. Utilities are also increasing \$212,800.

Insurance - The insurance market continues to be fairly stable and purchased insurance costs are projected to increase \$118,000.



2009 BUDGET OPERATING BUDGET

Debt Service - Debt service consists of principal and interest on the 1999 Limited Sales Tax General Obligation Bonds which were issued to refinance a 1992 limited bond issue. This bond issue serially matures through December 1, 2011 with an early call provision on June 1, 2009 for the 2010 and 2011 maturities. A debt service payment of \$629,405 in July, 2009 is budgeted for an anticipated bond issuance of \$14 million for the Peninsula Park and Ride. Additional information on debt may be found in the Debt section of this document.



Traffic congestion is one of the most significant issues facing our region. Projections indicate it will only get worse as the population of Pierce County increases by 200,000 by the year 2020.

In order to reduce traffic congestion and reduce commute times, Pierce Transit will continue to provide flexible transit service that is efficient and effective to the community.

The focus in the budget process has been on funding innovative programs that strategically position Pierce Transit for the future.

2009 BUDGET OPERATING BUDGET

Organizational units - The allocation of funds is managed through departments, offices and divisions. The department sections of this document provide the breakdown as follows:

Executive – *Administration, Public Affairs and the Office of Public Safety*

Transportation Services - *Administration, Office of Customer Service, Office of Fleet Maintenance, Office of Operations, and Office of Operations Scheduling*

Transit Development - *Administration, Facilities Management, and the Office of Service Planning*

Human Resources & Technology – *Administration, ADA, Benefits & Compensation, Employment, Organizational Learning, Risk Management, and the Office of Information Technology*

Finance, Audit & Administration - *Administration, Employer & Vanpool Services, Office of Finance, and Office of Procurement, Warehousing, and Administrative Services*

The Operating Budget expenditure categories as a percent of the total operating expenditures and the dollar amounts for 2007 Year-End Actuals, 2008 Amended Budget, 2008 Year-End Estimate, 2009 Budget, and the percent change from 2009 Budget to 2008 Budget follow.



2009 BUDGET EXPENDITURE OBJECT CODE DEFINITIONS

In brief:

Pierce Transit expenditure accounts are categorized by function. These functions are assigned object codes and are maintained in the financial system.

Expenditures by function are provided in reports for management and control purposes.

Object code definitions are shown to the right. Additional codes are maintained for capital items over \$5,000 and a useful life of more than one year, debt service, depreciation, and accruals.

Personnel – This category includes salaries and wages and employee benefits including medical and dental coverage and retirement benefits.

Supplies – This category includes books, periodicals, office supplies, cleaning supplies, PC components, networking hardware, software, printers, fuel, tires, oil, furniture, small tools and equipment costing less than \$5,000 and having a useful life of less than one year.

Services – This category includes professional services, legal costs, training and development, security services, publicity for passenger information, promotional support, special event support, photography, postage, travel, advertising, printing and binding, network technical support, pre-employment and recruiting, health and management programs, general liability and property insurance, and workers' compensation excess liability insurance.

Utilities – This category includes electricity, water, and garbage expenses.

Repairs & Maintenance – This category includes repairs and maintenance for buildings, communication, and general equipment, telephone system maintenance, and insurance recovery and warranty credits.

Rentals – This category includes rentals for buildings and equipment and other rental costs.

Other – This category includes association dues, taxes and assessments, purchased transportation, bridge tolls, and other contract services.

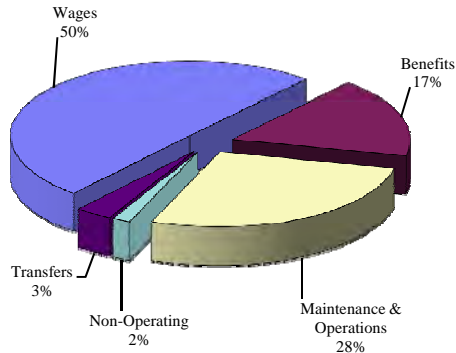
Repair & Maintenance Contract Services – This category includes facility management accounts for custodial, landscaping, recycling, and system maintenance.

Other Improvements – This category includes other structures and improvements such as bus stop signs, benches, and shelters.



**2009 BUDGET
OPERATING SUMMARY - EXPENDITURES**

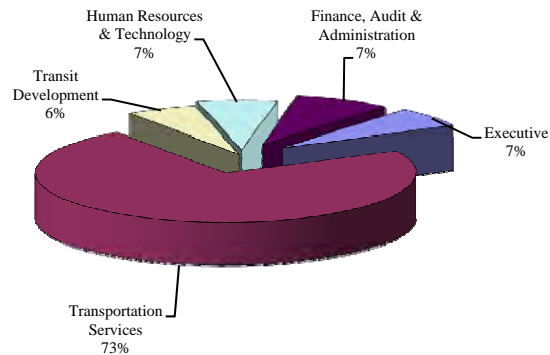
Operating Expenditures & Transfers



(rounded to the nearest \$100)	2007 YEAR-END ACTUALS	2008 AMENDED BUDGET	2008 YEAR-END ESTIMATE	2009 BUDGET	% CHANGE 2009 BUDGET TO 2008 BUDGET
OPERATING EXPENDITURES					
OPERATING					
PERSONNEL					
Wages	\$51,420,000	\$59,531,700	\$55,185,100	\$61,042,000	2.5%
Benefits	14,366,300	19,166,100	17,591,400	20,745,200	8.2%
PERSONNEL	65,786,300	78,697,800	72,776,500	81,787,200	3.9%
MAINTENANCE & OPERATIONS					
Supplies	10,726,400	11,778,800	13,048,200	12,562,400	6.7%
Services	3,255,000	4,498,000	4,115,800	4,459,800	-0.8%
Insurance (Purchased)	687,300	713,500	720,000	595,500	-16.5%
Utilities	1,197,500	1,456,400	1,691,600	1,669,200	14.6%
Repairs	737,800	732,400	650,700	396,000	-45.9%
Rentals	229,200	302,600	348,800	249,600	-17.5%
Purchased Transportation	7,073,500	6,944,800	7,812,800	8,001,600	15.2%
Other	2,460,900	4,113,900	3,552,200	5,570,600	35.4%
MAINTENANCE & OPERATIONS	26,367,600	30,540,400	31,940,100	33,504,700	9.7%
OPERATING	92,153,900	109,238,200	104,716,600	115,291,900	5.5%
NON-OPERATING EXPENDITURES					
Debt Service	530,200	1,117,400	488,000	1,116,400	-0.1%
Grant Exchange Funds	1,758,500	826,700	860,300	860,300	4.1%
Special Needs Program Operations	-	-	-	-	0.0%
NON-OPERATING	2,288,700	1,944,100	1,348,300	1,976,700	1.7%
TOTAL EXPENDITURES	94,442,600	111,182,300	106,064,900	117,268,600	5.5%
TRANSFERS					
Liability and Other Insurance Transfer	203,800	(627,500)	(315,300)	267,500	-142.6%
Workers' Comp. Transfer	938,200	1,610,300	1,010,000	1,252,400	-22.2%
Capital Reserve	15,000,000	-	-	2,500,000	0.0%
TRANSFERS	16,142,000	982,800	694,700	4,019,900	309.0%
TOTAL EXPENDITURES AND TRANSFERS	110,584,600	112,165,100	106,759,600	121,288,500	8.1%
ENDING BALANCE	57,165,000	69,052,500	67,086,100	67,266,800	-2.6%
TOTAL OPERATING EXPENDITURES AND ENDING BALANCE	\$167,749,600	\$181,217,600	\$173,845,700	\$188,555,300	4.0%



Agency Operating Budget



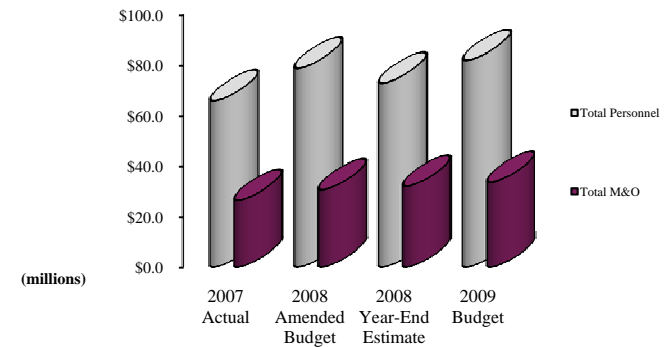
**2009 OPERATING BUDGET
AGENCY EXPENDITURE COMPARISON**

Description	2007 Actual	2008 Amended Budget	2008 Year-End Estimate	2009 Budget	% Change 2009 Budget to 2008 Budget
Personnel					
Wages	\$ 51,420,017	\$ 59,531,759	\$ 55,185,123	\$ 61,042,042	2.54%
Benefits	14,366,338	19,166,085	17,591,420	20,745,221	8.24%
Personnel	65,786,355	78,697,844	72,776,543	81,787,263	3.93%
Maintenance and Operations					
Supplies	10,726,403	11,778,822	13,048,224	12,562,444	6.65%
Services	3,254,958	4,498,056	4,115,767	4,459,754	-0.85%
Insurance	687,270	713,500	719,988	595,500	-16.54%
Utilities	1,197,500	1,456,395	1,691,571	1,669,243	14.61%
Repairs & Maintenance	737,754	732,369	650,693	396,002	-45.93%
Rentals	229,188	302,586	348,846	249,644	-17.50%
Other	9,342,655	9,996,320	10,322,760	12,608,637	26.13%
Repairs & Maint Contract Services	-	625,073	707,741	757,562	21.20%
Other Improvements	191,774	437,334	334,500	206,010	-52.89%
Maintenance and Operations	26,367,502	30,540,455	31,940,090	33,504,796	9.71%
Total *	\$ 92,153,857	\$ 109,238,299	\$ 104,716,633	\$ 115,292,059	5.54%

Total FTE's	952.5	1,038.2	1,038.2	1,017.6
Total Positions	987.0	1,073.0	1,073.0	1,025.0

* Does not include Debt Service, Transfers or Insurance Expenditures

Expenditure Summary

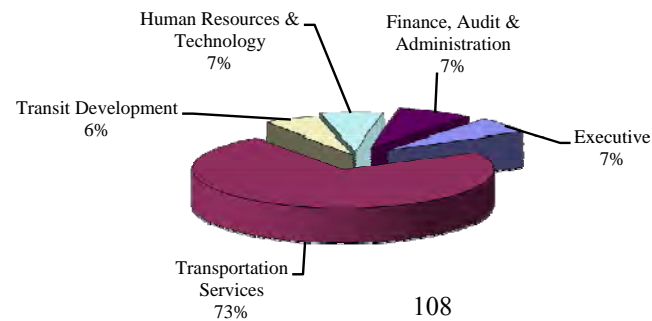




2009 OPERATING BUDGET DEPARTMENT SUMMARY

Description	Executive	Transportation Services	Transit Development	Human Resources & Technology	Finance, Audit & Administration	Total Agency
Personnel						
Wages	\$ 3,265,091	\$ 48,467,370	\$ 2,675,990	\$ 3,156,533	\$ 3,477,058	\$ 61,042,042
Benefits	825,441	16,877,832	928,449	901,174	1,212,325	20,745,221
Personnel	4,090,532	65,345,202	3,604,439	4,057,706	4,689,383	81,787,262
Maintenance and Operations						
Supplies	249,797	9,742,575	861,761	420,555	1,287,756	12,562,444
Services	2,715,946	488,241	138,455	1,558,316	232,915	5,133,873
Insurance	-	-	-	595,500	-	595,500
Utilities	-	2,500.00	992,624	-	-	995,124
Repairs & Maintenance	2,700	(36,792)	349,654	47,200	33,240	396,002
Rentals	3,000	4,200	18,148	-	224,296	249,644
Other	456,133	8,105,998	8,775	1,080,617	2,957,114	12,608,637
Repairs & Maint Contract Services	72,751	-	684,811	-	-	757,562
Other Improvements	-	-	206,010	-	-	206,010
Maintenance and Operations	3,500,327	18,306,722	3,260,238	3,702,188	4,735,321	33,504,796
Total	\$ 7,590,859	\$ 83,651,924	\$ 6,864,677	\$ 7,759,894	\$ 9,424,704	\$ 115,292,058
Total FTE's	32.0	846.4	44.5	40.0	54.7	1,017.6
Total Positions	32.0	852.0	45.0	40.0	56.0	1,025.0

Agency Operating Budget





Pierce Transit is a recognized leader in public transportation and is committed to results.

Emphasizing innovation, good stewardship of public dollars, and a desire to move from good to great, we provide effective services that respond to change and growth. We appear to be making headway because 2008 bus ridership increased 13.1%.

Our first priority is to maintain service on the street. This is a tough assignment because sales tax revenues, our primary source of funding, fell sharply and quickly last year. In fact, 2008 sales tax revenues were \$10 million less than budgeted. We will not, however, sacrifice the quality of our service or compromise the security of our riders. We are taking tangible steps to make Pierce Transit a safer, more attractive system that will attract new riders. We remain committed to a greener future.

We encourage people to give Pierce Transit a try in 2009. Most new riders are pleasantly surprised with the cleanliness of our buses and the helpfulness of our Transit Operators. While the issues we face are difficult, I see a promising future for Pierce Transit.

Chief Executive Officer
Lynne M. Griffith

PIERCE TRANSIT 2009 BOARD OF COMMISSIONERS



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Dave Enslow
Small Cities and Towns



Vice Chairman
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Claudia Thomas
Lakewood City Council



**2009 BUDGET
EXECUTIVE DEPARTMENT
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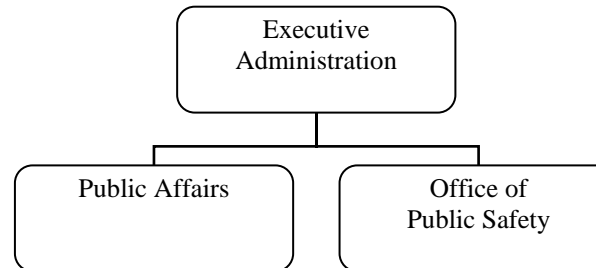
**2009 BUDGET
DEPARTMENT DESCRIPTION
EXECUTIVE**

In Brief:

The Executive Department is responsible for carrying out the Agency's mission under the direction and authority of the Board of Commissioners. The Executive Department head Lynne Griffith, Chief Executive Officer, marshals all of the resources – internal and external – necessary for achieving the Agency's mission to deliver outstanding transportation services that match our customers' needs.

Overview:

The Executive Department consists of the following:



Administration Executive Administration is responsible for the implementation of Board of Commissioner and Agency policies as well as the vision of the Board of Commissioners. This area also houses special projects for the Agency. The Clerk of the Board is responsible for handling all public records requests that come into the Agency and is the designated agent for accepting all legal documents and claims. Public Relations handles all media inquiries and messages that go out of the Agency. This office is responsible for disseminating accurate information to employees and the public. The employees in this area also participate in multiple external associations providing vital information about Pierce Transit to the community. Support and direction is also provided to the Agency's Finance, Audit & Administration, Transportation Services, Human Resources & Technology, and Transit Development departments ensuring appropriate activities and performance support of the Board's goals and the Agency's mission.

Public Affairs This division supports the Agency by making the public aware of Pierce Transit's services. This includes promotion of current and future services, advertisement of special event services, publication of passenger information materials (on-street information and Ride Guides), and implementation of programs focused on increasing ridership. In addition to work seen by the public, the office provides communications,



2009 BUDGET
DEPARTMENT DESCRIPTION
EXECUTIVE

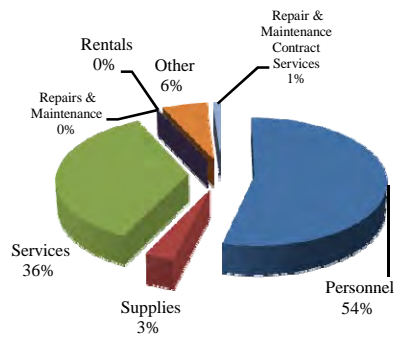
consultations, and support to all divisions of Pierce Transit as they communicate within the Agency and to their specific audiences. This office also is responsible for providing graphic services, developing and implementing the marketing program, and market research.

Office of Public Safety This office is a General Authority Washington Law Agency led by a Commissioned Law Enforcement Leader. The office is responsible for providing appropriate and adequate system wide security services to Pierce Transit employees, passengers, and the public. There are three areas of responsibility: Planning and System Security, Law Enforcement Services, and Emergency Management & Occupational Safety. The programs ensure a safe working environment for the Agency's employees, as well as ensuring compliance with all regulatory requirements. The primary responsibility is the detection, deterrence, and apprehension of those that commit criminal acts within the transit system or its facilities.



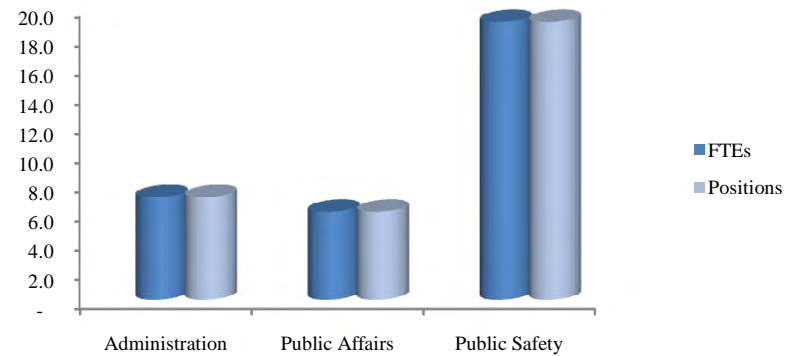
**2009 OPERATING BUDGET
DEPARTMENT EXPENDITURE SUMMARY
EXECUTIVE**

Expenditure Summary



Description	Administration	Public Affairs	Public Safety	Department Total
Personnel	\$ 857,973	\$ 642,592	\$ 2,589,967	\$ 4,090,532
Maintenance & Operations				
Supplies	3,901	12,630	233,266	249,797
Services	396,375	1,095,040	1,224,531	2,715,946
Repairs & Maintenance	-	2,700	-	2,700
Rentals	-	-	3,000	3,000
Other	162,090	275,180	18,863	456,133
Repair & Maintenance Contract Services	-	-	72,751	72,751
Maintenance & Operations	562,366	1,385,550	1,552,411	3,500,327
TOTAL	\$ 1,420,339	\$ 2,028,142	\$ 4,142,378	\$ 7,590,859
<i>FTEs</i>	<i>7.0</i>	<i>6.0</i>	<i>19.0</i>	<i>32.0</i>
<i>Positions</i>	<i>7.0</i>	<i>6.0</i>	<i>19.0</i>	<i>32.0</i>

FTEs / Positions





**2009 OPERATING BUDGET
DEPARTMENT EXPENDITURE DETAIL
EXECUTIVE**

	Object Number	Description				Department Total
			Administration	Public Affairs	Public Safety	
PERSONNEL	61100	Salaries	\$ 662,620	\$ 452,430	\$ 1,033,815	\$ 2,148,865
	61160	Safety & Attendance	-	4,000	-	4,000
	61190	Contract Salaries	-	17,000	1,039,482	1,056,482
	61200	Overtime	-	30,000	25,744	55,744
	62500	Benefits	189,953	138,162	490,926	819,041
	62800	Auto Allowance	5,400	-	-	5,400
	62900	Uniforms	-	1,000	-	1,000
		SUBTOTAL	857,973	642,592	2,589,967	4,090,532
SUPPLIES	63110	Books & Periodicals	2,551	1,280	4,900	8,731
	63120	Office Supplies	1,250	500	18,590	20,340
	63250	Fuel - Unleaded	-	-	750	750
	63290	General Operating Supplies	100	10,850	62,726	73,676
	63310	Small Tools & Equipment	-	-	29,400	29,400
	63360	Repair Supplies - Comm Equip	-	-	116,400	116,400
	63380	Snow Supplies	-	-	500	500
		SUBTOTAL	3,901	12,630	233,266	249,797
SERVICES	64110	Professional Services	180,100	46,000	53,100	279,200
	64120	Legal Costs	175,000	-	-	175,000
	64130	Training	17,350	-	-	17,350
	64140	Security	-	-	1,161,828	1,161,828
	64150	Board Compensation Expense	13,500	-	-	13,500
	64160	Publicity & Public Relations	-	1,027,335	-	1,027,335
	64180	Miscellaneous Board Expense	2,500	-	-	2,500
	64210	Postage	825	9,105	80	10,010
	64340	Advertising	1,700	-	-	1,700
	64350	Printing & Binding	5,400	12,600	9,523	27,523
		SUBTOTAL	396,375	1,095,040	1,224,531	2,715,946
REPAIRS & MAINTENANCE	64650	General Equipment	-	2,700	-	2,700
		SUBTOTAL	-	2,700	-	2,700
RENTALS	64790	Other	-		3,000	3,000
		SUBTOTAL	-		3,000	3,000
OTHER	64910	Association Dues	151,782	1,180	7,063	160,025
	64970	Other Contract Services	-	274,000	1,050	275,050
	64990	Other Miscellaneous Expenses	10,308	-	10,750	21,058
		SUBTOTAL	162,090	275,180	18,863	456,133
REPAIR & MAINTENANCE CONTRACT SERVICES	65190	Environmental Services	-	-	72,751	72,751
		SUBTOTAL	-	-	72,751	72,751
		TOTAL OPERATIONS	\$ 1,420,339	\$ 2,028,142	\$ 4,142,378	\$ 7,590,859
		FTEs	7.0	6.0	19.0	32.0
		Positions	7.0	6.0	19.0	32.0



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Executive

Divison: Administration

Position Title	2009 Budget		Salaries	2009 Budget	
	FTEs	Positions		Benefits	TOTAL
Chief Executive Officer	1.0	1.0	\$ 175,865	\$ 48,924	\$ 224,789
Clerk of the Board	1.0	1.0	57,400	15,897	73,297
Sr. Executive Assistant /Deputy Clerk of the Board	1.0	1.0	50,512	18,190	68,702
Chief Policy Counsel	1.0	1.0	132,116	33,435	165,551
Public Relations Officer	1.0	1.0	108,243	23,971	132,214
Executive Project Manager	1.0	1.0	78,939	26,505	105,444
Executive Assistant	1.0	1.0	59,545	23,031	82,576
SUBTOTAL	7.0	7.0	662,620	189,953	852,573
Auto Allowance				5,400	5,400
TOTAL	7.0	7.0	\$ 662,620	\$ 195,353	\$ 857,973



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Executive
Division: Public Affairs

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Director of Public Affairs	1.0	1.0	\$ 120,309	\$ 31,499	151,808
Marketing Design Specialist	2.0	2.0	112,026	34,917	146,943
Senior Marketing Design Specialist	1.0	1.0	65,650	20,216	85,866
Senior Marketing Specialist/Webmaster	1.0	1.0	73,069	24,762	97,831
Marketing Services Coordinator	1.0	1.0	80,376	21,189	101,565
SUBTOTAL	6.0	6.0	451,430	132,583	584,013
Safety & Attendance			4,000	506	4,506
Overtime			30,000	3,795	33,795
Work Study			17,000	2,151	19,151
Uniforms			1,000	127	1,127
TOTAL	6.0	6.0	\$ 503,430	\$ 139,162	\$ 642,592



**2009 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
PUBLIC SAFETY**

		Division							
Object Number	Description	Administration 10-657000-	Emergency Planning & Occupational Safety 10-655000-	Physical Security 10-645000-	Transit Police 10-658000-	Uniform Security 10-659000-	Office Total		
PERSONNEL	61100 Salaries	\$ 115,845	\$ 173,179	\$ 149,311	\$ -	\$ 595,480	\$ 1,033,815		
	61190 Contract Salaries	-	-	-	1,039,482	-	1,039,482		
	61200 Overtime	-	-	2,900	12,844	10,000	25,744		
	62500 Benefits	31,168	57,403	45,817	80,503	276,035	490,926		
	SUBTOTAL	147,013	230,582	198,028	1,132,829	881,515	2,589,967		
SUPPLIES	63110 Books & Periodicals	1,500	2,400	500	250	250	4,900		
	63120 Office Supplies	-	3,190	15,400	-	-	18,590		
	63230 Fuel - Unleaded	750	-	-	-	-	750		
	63290 General Operating Supplies	-	49,926	12,800	-	-	62,726		
	63310 Small Tools & Equipment	6,800	-	1,200	4,400	17,000	29,400		
	63360 Repair & Maint.	-	-	113,900	-	2,500	116,400		
	63380 Snow Supplies	-	500	-	-	-	500		
	SUBTOTAL	9,050	56,016	143,800	4,650	19,750	233,266		
SERVICES	64110 Professional Services	17,000	12,700	15,600	-	7,800	53,100		
	64140 Security	-	-	-	1,161,828	-	1,161,828		
	64210 Postage	-	80	-	-	-	80		
	64350 Printing & Binding	500	223	1,800	1,500	5,500	9,523		
	SUBTOTAL	17,500	13,003	17,400	1,163,328	13,300	1,224,531		
RENTALS	64790 Other	-	-	-	3,000	-	3,000		
	SUBTOTAL	-	-	-	3,000	-	3,000		
OTHER	64910 Association Dues	1,200	3,363	750	-	1,750	7,063		
	64970 Other Contract Services	-	-	600	-	450	1,050		
	64990 Other Miscellaneous Expenses	2,000	8,250	-	-	500	10,750		
	SUBTOTAL	3,200	11,613	1,350	-	2,700	18,863		
REPAIR & MAINTENANCE	65190 Environmental Services	-	72,751	-	-	-	72,751		
CONTRACT SERVICES	SUBTOTAL	-	72,751	-	-	-	72,751		
TOTAL OPERATIONS		\$ 176,763	\$ 383,965	\$ 360,578	\$ 2,303,807	\$ 917,265	\$ 4,069,627		
<i>FTEs</i>		1.0	2.0	3.0	-	13.0	19.0		
<i>Positions</i>		1.0	2.0	3.0	-	13.0	19.0		



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Executive
Office of: Public Safety
Division: Public Safety Administration

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Chief of Public Safety	1.0	1.0	\$ 115,845	\$ 31,168	\$ 147,013
TOTAL	1.0	1.0	\$ 115,845	\$ 31,168	\$ 147,013



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Executive
Office of: Public Safety
Division: Emergency Planning & Occupational Safety

Position Title	2009 Budget		Salaries	2009 Budget	
	FTEs	Positions		Benefits	TOTAL
Emergency Planning & Response Manager	1.0	1.0	\$ 94,265	\$ 35,470	\$ 129,735
Safety Officer	1.0	1.0	78,914	21,933	100,847
TOTAL	2.0	2.0	\$ 173,179	\$ 57,403	\$ 230,582



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Executive
Office of: Public Safety
Division: Physical Security

Position Title	2009 Budget		Salaries	2009 Budget Benefits	TOTAL
	FTEs	Positions			
Physical Security & Records Manager	1.0	1.0	\$ 64,455	\$ 13,337	\$ 77,792
Transit Security Specialist	2.0	2.0	84,856	32,113	116,969
SUBTOTAL	3.0	3.0	149,311	45,450	194,761
Overtime			2,900	367	3,267
TOTAL	3.0	3.0	\$ 152,211	\$ 45,817	\$ 198,028



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Executive
Office of: Public Safety
Division: Transit Police

Position Title	2009 Budget		Salaries	2009 Budget	
	FTEs	Positions		Benefits	TOTAL
Contract Off-Duty Police	0.0	0.0	\$ 1,039,482	\$ 79,520	\$ 1,119,002
Contract Off-Duty Police Overtime	0.0	0.0	12,844	983	13,827
TOTAL	0.0	0.0	\$ 1,052,326	\$ 80,503	\$ 1,132,829



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Executive
Office of: Public Safety
Division: Uniform Security

Position Title	2009 Budget		Salaries	2009 Budget Benefits	TOTAL
	FTEs	Positions			
Transit Security Sergeant	3.0	3.0	\$ 170,940	\$ 67,650	\$ 238,590
Transit Security Officer	10.0	10.0	424,540	207,120	631,660
SUBTOTAL	13.0	13.0	595,480	274,770	870,250
Overtime			10,000	1,265	11,265
TOTAL	13.0	13.0	\$ 605,480	\$ 276,035	\$ 881,515





Transit Operator
Antonio Starks

Our Transit Operators take pride in providing safe and reliable service. But Operators do more than drive. They are customer relations experts, and in times of need, first responders. But don't take our word for it. Here's a compliment Antonio recently received.

“The operator provided exceptional service.

He handled the snow very well. I would ride confidently with this operator at any time, in any weather.”



**2009 BUDGET
TRANSPORTATION SERVICES DEPARTMENT
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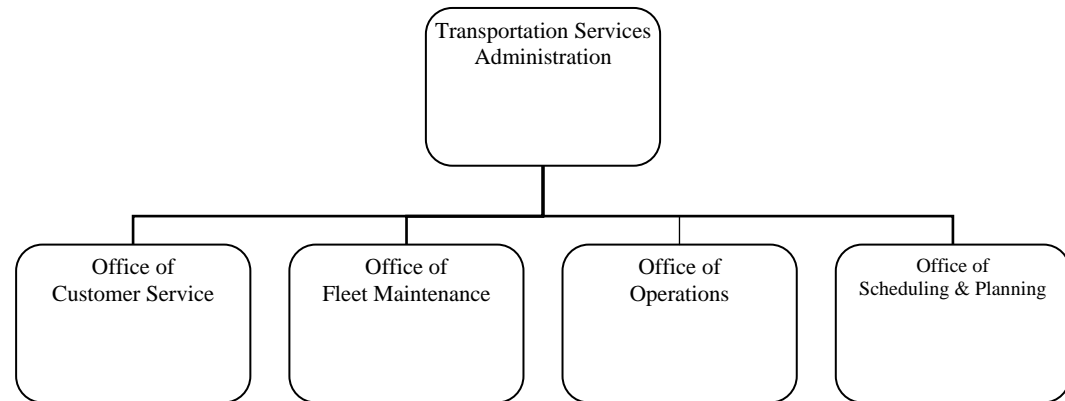
**2009 BUDGET
DEPARTMENT DESCRIPTION
TRANSPORTATION SERVICES**

In Brief:

The overall goal of the Transportation Services Department is to support Pierce Transit's mission to deliver outstanding transportation services that match our customers' needs. The department's goal of providing the highest quality service is accomplished through effective and responsive management and high caliber employees that support the mission and vision of Pierce Transit. The department is lead by Vice President Sam Desue.

Overview:

The Transportation Services Department consists of the following:



Administration Transportation Services Administration is responsible for overseeing and directing the activities in the department and is responsible for managing the department's contracted services and department policies that support current and future workforce strategic initiatives.

Office of Customer Service This office is responsible for evaluating and controlling the quality of fixed route and SHUTTLE services provided to the community by Pierce Transit. Customer service functions include telephone operators, pass sales, the Bus Shop outlets that sell passes and provide schedule information and assist banks, retail outlets, and employers who sell passes and accept Pass-By-Mail or E-Store sales. They also handle internal radio communications for the office of Operations and Fleet Maintenance.

Office of Fleet Maintenance This office is responsible for all of the Agency's rolling stock, which includes buses, Specialized Transportation (SHUTTLE) vans, vanpool vans, and support vehicles. This responsibility begins with the development of specifications to acquire new vehicles and then administering the contract for the acquisitions, taking delivery, developing and



**2009 BUDGET
DEPARTMENT DESCRIPTION
TRANSPORTATION SERVICES**

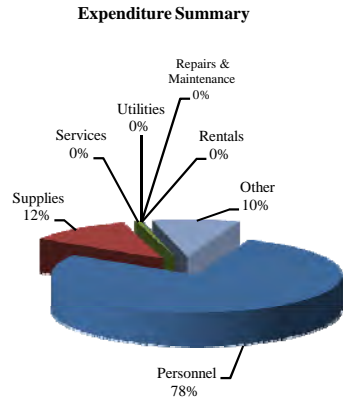
coordinating technical and safety training, placing vehicles into service, maintaining the vehicles throughout their useful life, decommissioning and taking vehicles out of service, and surplusung vehicles when they have reached the end of their useful life. A full service shop is operated which includes body repair, component rebuild, a machine shop, a tire shop, an upholstery shop, and repair/service bays to accomplish preventive, as well as demand maintenance.

Office of Operations This office is responsible for managing and coordinating all the activities of the transit operations. They provide fixed route service, service supervisor support, bus safety & training instruction to transit operators and other Agency personnel, service for shared-ride trips on a reservation basis, and accessible transportation services for Pierce Transit customers who are unable to use the fixed route system due to a disability. Also included within this office are the administrative functions associated with managing fixed route service, directly provided Specialized Transportation (SHUTTLE) service and contracted service delivery.

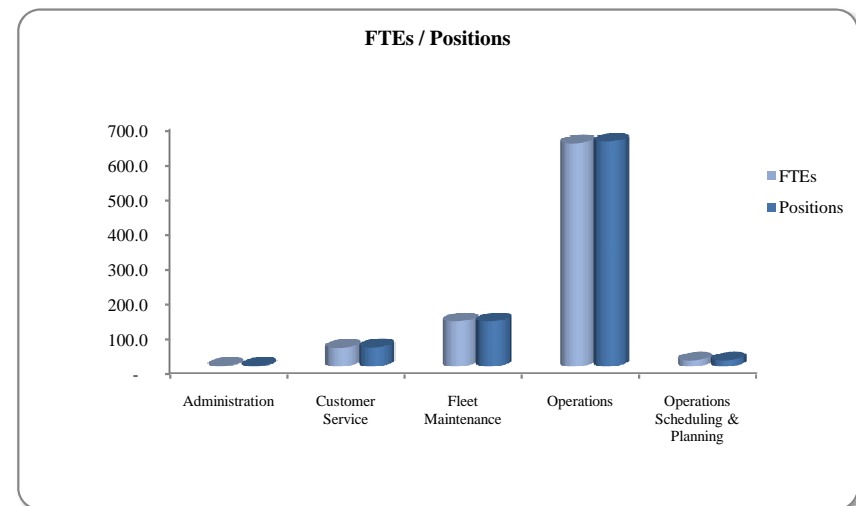
Office of Scheduling & Planning This office takes the lead in activities intended to make public transportation a more available and more viable alternative for new customers and to continue serving our current customers. This is accomplished through implementation of system development plans by improving cost effectiveness of services, giving priority to safe operations, timeliness and customer convenience, strengthening internal and external relationships which contribute to customer and employee satisfaction through provision of information which guides recommendations and decisions, and through supporting compliance with regulatory requirements. This office coordinates transit service planning, Sound Transit service development, statistical analysis, route planning, route schedules, and coach operator work assignments.



**2009 OPERATING BUDGET
DEPARTMENT EXPENDITURE SUMMARY
TRANSPORTATION SERVICES**



Description	Department					Total
	Administration	Customer Service	Fleet Maintenance	Operations	Operations Scheduling & Planning	
Personnel	\$ 232,529	\$ 4,083,945	\$ 10,385,446	\$ 48,849,314	\$ 1,793,968	\$ 65,345,202
Maintenance & Operations						
Supplies	1,750	19,100	9,691,847	28,028	1,850	9,742,575
Services	38,000	10,350	80,350	55,341	304,200	488,241
Utilities	2,500	-	-	-	-	2,500
Repairs & Maintenance	-	6,200	(42,992)	-	-	(36,792)
Rentals	500	-	-	3,700	-	4,200
Other	2,250	500	2,400	8,078,848	22,000	8,105,998
Maintenance & Operations	45,000	36,150	9,731,605	8,165,917	328,050	18,306,722
TOTAL	\$ 277,529	\$ 4,120,095	\$ 20,117,051	\$ 57,015,231	\$ 2,122,018	\$ 83,651,924
<i>FTEs</i>	<i>2.0</i>	<i>53.8</i>	<i>130.0</i>	<i>642.6</i>	<i>18.0</i>	<i>846.4</i>
<i>Positions</i>	<i>2.0</i>	<i>55.0</i>	<i>130.0</i>	<i>647.0</i>	<i>18.0</i>	<i>852.0</i>





**2009 OPERATING BUDGET
DEPARTMENT EXPENDITURE DETAIL
TRANSPORTATION SERVICES**

	Object							Department
	Number	Description	Administration	Customer Service	Fleet Maintenance	Operations	Operations Scheduling & Planning	Total
PERSONNEL	61100	Salaries	\$ 189,955	\$ 2,841,840	\$ 7,330,496	\$ 31,974,879	1,308,559	\$ 43,645,729
	61160	Safety & Attendance	-	9,200	72,000	330,478	5,000	416,678
	61190	Contract Salaries	-	-	-	-	45,000	45,000
	61200	Overtime	-	115,454	214,241	4,003,268	27,000	4,359,963
	62500	Benefits	42,574	1,117,451	2,698,159	12,083,099	408,409	16,349,692
	62900	Uniforms	-	-	70,550	457,590	-	528,140
		SUBTOTAL	232,529	4,083,945	10,385,446	48,849,314	1,793,968	65,345,202
SUPPLIES	63110	Books & Periodicals	500	-	600	3,860	200	5,160
	63120	Office Supplies	400	-	1,200	6,863	1,650	10,113
	63230	Fuel - Unleaded	-	-	841,362	-	-	841,362
	63240	Fuel - CNG	-	-	1,975,495	-	-	1,975,495
	63250	Fuel - Diesel	-	-	2,474,365	-	-	2,474,365
	63260	Lube & Oil	-	-	263,906	-	-	263,906
	63280	Tires	-	-	630,933	-	-	630,933
	63290	General Operating Supplies	500	19,000	177,258	12,205	-	208,963
	63310	Small Tools & Equipment	350	100	59,367	5,100	-	64,917
	63380	Snow Supplies	-	-	5,000	-	-	5,000
	63390	Other Repair & Maintenance	-	-	3,262,361	-	-	3,262,361
		SUBTOTAL	1,750	19,100	9,691,847	28,028	1,850	9,742,575
SERVICES	64110	Professional Services	36,000	10,000	80,000	6,666	300,000	432,666
	64160	Publicity & Public Relations	-	-	-	3,000	-	3,000
	64210	Postage	-	350	200	5,975	200	6,725
	64350	Printing & Binding	2,000	-	150	39,700	4,000	45,850
		SUBTOTAL	38,000	10,350	80,350	55,341	304,200	488,241
UTILITIES	64560	Electricity	2,500	-	-	-	-	2,500
		SUBTOTAL	2,500	-	-	-	-	2,500



**2009 OPERATING BUDGET
DEPARTMENT EXPENDITURE DETAIL
TRANSPORTATION SERVICES**

Object							Department
Number	Description	Administration	Customer Service	Fleet Maintenance	Operations	Operations Scheduling & Planning	Total
REPAIRS & MAINTENANCE							
64620	Communication Equipment	-	6,200	39,000	-	-	45,200
64650	General Equipment	-	-	82,008	-	-	82,008
64670	Insurance Recovery	-	-	(75,000)	-	-	(75,000)
64690	Warranty Credit	-	-	(89,000)	-	-	(89,000)
	SUBTOTAL	-	6,200	(42,992)	-	-	(36,792)
RENTALS							
64730	Equipment	-	-	-	3,700	-	3,700
64790	Other	500	-	-	-	-	500
	SUBTOTAL	500	-	-	3,700	-	4,200
OTHER							
64910	Association Dues	-	-	400	2,000	2,000	4,400
64960	Purchased Transportation	-	-	-	8,001,629	-	8,001,629
64970	Other Contract Services	-	-	-	-	10,000	10,000
64980	Bridge Tolls	-	-	-	56,733	-	56,733
64990	Other Miscellaneous Expenses	2,250	500	2,000	18,486	10,000	33,236
	SUBTOTAL	2,250	500	2,400	8,078,848	22,000	8,105,998
	TOTAL OPERATIONS	\$ 277,529	\$ 4,120,095	\$ 20,117,051	\$ 57,015,231	\$ 2,122,018	\$ 83,651,924
	<i>FTEs</i>	2.0	53.8	130.0	642.6	18.0	846.4
	<i>Positions</i>	2.0	55.0	130.0	647.0	18.0	852.0



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services

Division: Administration

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
VP Transportation Services	1.0	1.0	\$ 137,210	\$ 33,874	\$ 171,084
Sr. Executive Assistant	1.0	1.0	52,745	8,700	61,445
TOTAL	2.0	2.0	\$ 189,955	\$ 42,574	\$ 232,529



**2009 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
CUSTOMER SERVICE**

	Object Number	Description	Division							Office Total
			Administration	Field Customer Service	Fixed Route Customer Service	Operations Communications Administration	Operations Communications Operations	SHUTTLE Customer Service		
			10-632000-	10-636000-	10-637000-	10-634000-	10-635000-	10-638000-		
PERSONNEL	61100	Salaries	\$ 247,557	\$ 177,912	\$ 573,499	\$ 170,795	\$ 1,198,156	\$ 473,921	\$ 2,841,840	
	61160	Safety & Attendance	-	-	-	-	9,200	-	9,200	
	61200	Overtime	-	-	-	-	115,454	-	115,454	
	62500	Benefits	75,694	52,530	283,606	54,994	398,454	252,173	1,117,451	
		SUBTOTAL	323,251	230,442	857,105	225,789	1,721,264	726,094	4,083,945	
SUPPLIES	63290	General Operating Supplies	-	-	-	19,000	-	-	19,000	
	63310	Small Tools & Equipment	-	-	-	100	-	-	100	
		SUBTOTAL	-	-	-	19,100	-	-	19,100	
SERVICES	64110	Professional Services	-	-	-	10,000	-	-	10,000	
	64210	Postage	-	-	-	350	-	-	350	
		SUBTOTAL	-	-	-	10,350	-	-	10,350	
REPAIRS & MAINTENANCE	64620	Communication Equipment	-			6,200	-		6,200	
		SUBTOTAL	-	-	-	6,200	-	-	6,200	
OTHER	64990	Other Miscellaneous Expenses	-	-	-	500	-	-	500	
		SUBTOTAL	-	-	-	500	-	-	500	
		TOTAL OPERATIONS	\$ 323,251	\$ 230,442	\$ 857,105	\$ 261,939	\$ 1,721,264	\$ 726,094	\$ 4,120,995	
		FTEs	3.0	3.0	12.8	2.0	20.0	13.0	53.8	
		Positions	3.0	3.0	14.0	2.0	20.0	13.0	55.0	



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Customer Service
Division: Administration

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Director of Customer Service	1.0	1.0	\$ 91,758	\$ 26,949	\$ 118,707
Customer Service Manager	1.0	1.0	92,045	28,367	120,412
Customer Services Assistant Manager	1.0	1.0	63,754	20,378	84,132
TOTAL	3.0	3.0	\$ 247,557	\$ 75,694	\$ 323,251



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Customer Service
Division: Field Customer Service

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Community Relations Coordinator	1.0	1.0	\$ 92,045	\$ 17,173	\$ 109,218
Field Customer Service Representative	2.0	2.0	85,867	35,357	121,224
TOTAL	3.0	3.0	\$ 177,912	\$ 52,530	\$ 230,442



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Customer Service
Division: *Fixed Route Customer Service*

Position Title	2009 Budget		Salaries	2009 Budget	
	FTEs	Positions		Benefits	TOTAL
Lead Customer Services Representative	1.0	1.0	\$ 44,796	\$ 18,025	\$ 62,821
Customer Services Representatives II	10.8	12.0	494,286	251,331	745,617
Customer Services Representatives I	1.0	1.0	34,417	14,250	48,667
TOTAL	12.8	14.0	\$ 573,499	\$ 283,606	\$ 857,105



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Customer Service
Division: Ops Communications Administration

Position Title	2009 Budget		2009 Budget		
	FTEs	Positions	Salaries	Benefits	TOTAL
Communications Operations Manager	1.0	1.0	\$ 97,571	\$ 28,802	\$ 126,373
Communications Operations Assistant Manager	1.0	1.0	73,224	26,192	99,416
TOTAL	2.0	2.0	\$ 170,795	\$ 54,994	\$ 225,789



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Customer Service
Division: Ops Communications Ops

Position Title	2009 Budget		2009 Budget		
	FTEs	Positions	Salaries	Benefits	TOTAL
Dispatch Coordinator	1.0	1.0	\$ 64,860	\$ 20,156	\$ 85,016
Service Supervisors	10.0	10.0	564,739	168,744	733,483
Dispatchers	9.0	9.0	566,057	193,469	759,526
SUBTOTAL	20.0	20.0	1,195,656	382,369	1,578,025
Safety & Attendance			9,200	1,164	10,364
Longevity			2,500	316	2,816
Overtime			115,454	14,605	130,059
TOTAL	20.0	20.0	\$ 1,322,810	\$ 398,454	\$ 1,721,264



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Customer Service
Division: *SHUTTLE Customer Service*

Position Title	2009 Budget		Salaries	2009 Budget		TOTAL
	FTEs	Positions		Benefits		
Lead Customer Service Representative	1.0	1.0	\$ 44,796	\$ 20,560	\$ 65,356	
Customer Service Representatives - Full-time	8.0	8.0	329,973	149,398	479,371	
Customer Service Representatives - Part-time	4.0	4.0	99,152	82,215	181,367	
TOTAL	13.0	13.0	\$ 473,921	\$ 252,173	\$ 726,094	



**2009 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
FLEET MAINTENANCE**

Object Number	Description	Division				Office Total
		Administration 10-654000-	Maintenance Automotive 10-651000-	Maintenance Bus 10-652000-	Maintenance Training 10-656000-	
PERSONNEL						
61100	Salaries	\$ 180,305	\$ 3,049,455	\$ 4,021,822	\$ 78,914	\$ 7,330,496
61160	Safety & Attendance	-	39,000	33,000	-	72,000
61200	Overtime	-	95,000	119,241	-	214,241
62500	Benefits	43,428	1,238,544	1,398,565	17,622	2,698,159
62900	Uniforms	-	35,550	35,000	-	70,550
	SUBTOTAL	223,733	4,457,549	5,607,628	96,536	10,385,446
SUPPLIES						
63110	Books & Periodicals	300	-	-	300	600
63120	Office Supplies	500	-	-	700	1,200
63230	Fuel - Unleaded	-	841,362	-	-	841,362
63240	Fuel - CNG	-	-	1,975,495	-	1,975,495
63250	Fuel - Diesel	-	-	2,474,365	-	2,474,365
63260	Lube & Oil	-	39,798	224,108	-	263,906
63280	Tires	-	42,965	587,968	-	630,933
63290	General Operating Supplies	-	82,308	94,950	-	177,258
63310	Small Tools & Equipment	-	19,810	38,557	1,000	59,367
63380	Snow Supplies	-	-	5,000	-	5,000
63390	General Repair & Maint Supplies	-	265,529	2,996,832	-	3,262,361
	SUBTOTAL	800	1,291,772	8,397,275	2,000	9,691,847
SERVICES						
64110	Professional Services	-	45,000	35,000	-	80,000
64210	Postage	200	-	-	-	200
64350	Printing & Binding	150	-	-	-	150
	SUBTOTAL	350	45,000	35,000	-	80,350
REPAIRS & MAINTENANCE						
64620	Communication Equipment	-	-	39,000	-	39,000
64650	General Equipment	-	28,508	53,500	-	82,008
64670	Insurance Recovery	-	-	(75,000)	-	(75,000)
64690	Warranty Credit	-	(14,000)	(75,000)	-	(89,000)
	SUBTOTAL	-	14,508	(57,500)	-	(42,992)
OTHER						
64910	Association Dues	400	-	-	-	400
64990	Other Miscellaneous Expenses	-	-	-	2,000	2,000
	SUBTOTAL	400	-	-	2,000	2,400
	TOTAL OPERATIONS	\$ 225,283	\$ 5,808,829	\$ 13,982,403	\$ 100,536	\$ 20,117,051
	<i>FTEs</i>	2.0	63.0	64.0	1.0	130.0
	<i>Positions</i>	2.0	63.0	64.0	1.0	130.0



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Fleet Maintenance
Division: Maintenance Administration

Position Title	2009 Budget		Salaries	2009 Budget Benefits	TOTAL
	FTEs	Positions			
Director of Maintenance	1.0	1.0	\$ 122,965	\$ 31,732	\$ 154,697
Executive Assistant	1.0	1.0	57,340	11,696	69,036
TOTAL	2.0	2.0	\$ 180,305	\$ 43,428	\$ 223,733



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Fleet Maintenance
Division: Maintenance Automotive

Position Title	2009 Budget		Salaries	2009 Budget	
	FTEs	Positions		Benefits	TOTAL
Maintenance Manager	1.0	1.0	\$ 91,561	\$ 27,454	\$ 119,015
Assistant Maintenance Manager	2.0	2.0	170,454	53,156	223,610
Division Assistant	1.0	1.0	38,926	17,381	56,307
Lead Maintenance Mechanic	1.0	1.0	64,356	23,523	87,879
Equipment Body Repairer	8.0	8.0	478,751	180,431	659,182
Vehicle Custodian	15.0	15.0	557,710	259,940	817,650
Upholsterer	3.0	3.0	163,826	60,451	224,277
Laborer	8.0	8.0	274,773	123,068	397,841
Automotive Technician	7.0	7.0	418,125	150,139	568,264
Service Station Attendant	17.0	17.0	740,623	315,885	1,056,508
SUBTOTAL	63.0	63.0	2,999,105	1,211,428	4,210,533
Safety & Attendance			39,000	4,934	43,934
Certification Pay			27,550	3,485	31,035
Shift Differential			22,800	2,884	25,684
Overtime			95,000	12,018	107,018
Tool Allowance				3,795	3,795
Uniforms				35,550	35,550
TOTAL	63.0	63.0	\$ 3,183,455	\$ 1,274,094	\$ 4,457,549



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Fleet Maintenance
Division: Maintenance Bus

Position Title	2009 Budget		Salaries	2009 Budget	
	FTEs	Positions		Benefits	TOTAL
Maintenance Manager	1.0	1.0	\$ 100,162	\$ 28,012	\$ 128,174
Assistant Maintenance Manager	2.0	2.0	164,642	36,557	201,199
Maintenance Technical Coordinator	1.0	1.0	78,914	21,523	100,437
Lead Mechanic	3.0	3.0	193,068	68,943	262,011
Journey Level Mechanic	42.0	42.0	2,520,100	899,892	3,419,992
Machinist	1.0	1.0	59,844	22,027	81,871
Mechanic I	6.0	6.0	361,076	120,276	481,352
Service Station Attendant	3.0	3.0	135,899	58,689	194,588
Data Specialist	1.0	1.0	42,408	7,591	49,999
Apprentice	4.0	4.0	242,604	88,205	330,809
	SUBTOTAL		3,898,717	1,351,715	5,250,432
Safety & Attendance			33,000	4,175	37,175
Certification Pay			74,000	9,361	83,361
Longevity			9,105	1,152	10,257
Shift Differential			40,000	5,060	45,060
Overtime			119,241	15,084	134,325
Tool Allowance				12,018	12,018
Uniforms				35,000	35,000
TOTAL	64.0	64.0	\$ 4,174,063	\$ 1,433,565	\$ 5,607,628



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Fleet Maintenance
Division: Maintenance Training

Position Title	2008 Budget		2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Training Coordinator	0.0	0.0	1.0	1.0	\$ 78,914	\$ 17,622	\$ 96,536
TOTAL	0.0	0.0	1.0	1.0	\$ 78,914	\$ 17,622	\$ 96,536



**2009 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
OPERATIONS**

	Object Number	Description	Division								Office Total
			Administration 10-649000-	Bus Safety & Training 10-643000-	Fixed Route Administration 10-648000-	Fixed Route Operations 10-642000-	Service Support Administration 10-644000-	Service Support Operations 10-633000-	Spec. Trans. (SHUTTLE) Administration 10-647000-	Spec. Trans. (SHUTTLE) Operations 10-641000-	
PERSONNEL	61100	Salaries	\$ 338,590	\$ 659,741	\$ 404,657	\$ 25,099,708	\$ 216,871	\$ 2,445,165	\$ 960,574	\$ 1,849,573	\$ 31,974,879
	61160	Safety & Attendance	-	2,000	-	275,428	-	34,000	5,000	14,050	330,478
	61200	Overtime	-	25,000	-	3,540,142	-	213,540	95,536	129,050	4,003,268
	62500	Benefits	99,102	232,102	121,447	9,962,889	69,539	681,971	299,348	616,701	12,083,099
	62900	Uniforms	-	-	-	389,590	-	65,100	1,400	1,500	457,590
		SUBTOTAL	437,692	918,843	526,104	39,267,757	286,410	3,439,776	1,361,858	2,610,874	48,849,314
SUPPLIES	63110	Books & Periodicals	20	1,593	247	-	-	-	2,000	-	3,860
	63120	Office Supplies	200	1,058	2,605	-	650	-	2,350	-	6,863
	63290	General Operating Supplies	-	1,250	3,050	-	6,455	-	1,450	-	12,205
	63310	Small Tools & Equipment	-	3,150	-	-	1,950	-	-	-	5,100
		SUBTOTAL	220	7,051	5,902	-	9,055	-	5,800	-	28,028
SERVICES	64110	Professional Services	-	525	6,141	-	-	-	-	-	6,666
	64160	Publicity & Public Relations	-	3,000	-	-	-	-	-	-	3,000
	64210	Postage	-	100	125	-	-	-	5,750	-	5,975
	64350	Printing & Binding	-	1,600	27,250	-	1,450	-	9,400	-	39,700
		SUBTOTAL	-	5,225	33,516	-	1,450	-	15,150	-	55,341
RENTALS	64730	Equipment	-	3,700	-	-	-	-	-	-	3,700
		SUBTOTAL	-	3,700	-	-	-	-	-	-	3,700
OTHER	64910	Association Dues	-	1,500	-	-	-	-	500	-	2,000
	64960	Purchased Transportation	-	-	-	-	-	-	8,001,629	-	8,001,629
	64980	Bridge Tolls	-	-	40,200	-	2,245	-	14,288	-	56,733
	64990	Other Miscellaneous Expenses	50	10,950	5,986	-	1,500	-	-	-	18,486
		SUBTOTAL	50	12,450	46,186	-	3,745	-	8,016,417	-	8,078,848
		TOTAL OPERATIONS	\$ 437,962	\$ 947,269	\$ 611,708	\$ 39,267,757	\$ 300,660	\$ 3,439,776	\$ 9,399,225	\$ 2,610,874	\$ 57,015,231
		<i>FTEs</i>	5.0	10.0	5.0	525.3	3.0	42.0	16.0	36.3	642.6
		<i>Positions</i>	5.0	10.0	5.0	552.0	3.0	29.0	12.0	31.0	647.0



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Operations
Division: Administration

Position Title	2009 Budget		Salaries	2009 Budget	
	FTEs	Positions		Benefits	TOTAL
Director of Operations	1.0	1.0	\$ 100,982	\$ 23,005	\$ 123,987
Contract Services Administrator	1.0	1.0	65,696	20,293	85,989
Special Events Coordinator	1.0	1.0	64,860	11,954	76,814
Service Supervisor / Special Events Assistant	1.0	1.0	62,933	23,508	86,441
Executive Assistant	1.0	1.0	44,119	20,342	64,461
TOTAL	5.0	5.0	\$ 338,590	\$ 99,102	\$ 437,692



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Operations
Division: Bus Safety & Training

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Operations Training Manager	1.0	1.0	\$ 107,361	\$ 27,770	\$ 135,131
Instructors	8.0	8.0	503,457	179,587	683,044
Division Assistant	1.0	1.0	45,224	20,861	66,085
SUBTOTAL	10.0	10.0	656,042	228,218	884,260
Safety & Attendance			2,000	253	2,253
Severence			3,699	468	4,167
Overtime			25,000	3,163	28,163
TOTAL	10.0	10.0	\$ 686,741	\$ 232,102	\$ 918,843



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Operations
Division: Fixed Route Administration

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Fixed Route Operations Manager	1.0	1.0	\$ 88,500	\$ 27,399	\$ 115,899
Division Assistant	1.0	1.0	45,224	20,838	66,062
Assistant Manager	3.0	3.0	233,955	68,532	302,487
	SUBTOTAL		367,679	116,769	484,448
Severance			36,978	4,678	41,656
TOTAL	5.0	5.0	\$ 404,657	\$ 121,447	\$ 526,104



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Operations
Division: Fixed Route Operations

Position Title	2009 Budget		Salaries	2009 Budget	
	FTEs	Positions		Benefits	TOTAL
Transit Operators	434.8	437.0	\$ 20,814,988	\$ 7,747,759	\$ 28,562,747
Relief Transit Operators*	90.5	115.0	3,398,858	1,620,408	5,019,266
SUBTOTAL	525.3	552.0	24,213,846	9,368,167	33,582,013
Special Event Service			192,766	24,385	217,151
Safety & Attendance			275,428	34,842	310,270
Spread Time			120,484	15,241	135,725
Longevity			26,000	3,289	29,289
Severance			144,756	18,312	163,068
Delay Overtime			271,128	34,298	305,426
Scheduled Overtime			493,899	62,478	556,377
Unscheduled Overtime			1,201,200	151,952	1,353,152
Holiday Overtime			600,737	75,993	676,730
Travel Overtime			973,178	123,107	1,096,285
Trainee Wages			401,856	50,835	452,691
Uniforms				389,590	389,590
TOTAL	525.3	552.0	\$ 28,915,278	\$ 10,352,489	\$ 39,267,767

* The number of relief positions represents the minimum requirement throughout the year and does not include relief operators in training.



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Operations
Division: Service Support Administration

Position Title	2009 Budget		2009 Budget		
	FTEs	Positions	Salaries	Benefits	TOTAL
Service Support Manager	1.0	1.0	\$ 100,982	\$ 23,005	\$ 123,987
Service Support Assistant Manager	1.0	1.0	70,665	25,598	96,263
Division Assistant	1.0	1.0	45,224	20,936	66,160
TOTAL	3.0	3.0	\$ 216,871	\$ 69,539	\$ 286,410



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Operations
Division: Service Support Operations

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Service Supervisor	29.0	29.0	\$ 1,886,846	\$ 580,030	\$ 2,466,876
SUBTOTAL	29.0	29.0	1,886,846	580,030	2,466,876
Relief Supervisors	13.0	0.0	476,602	60,290	536,892
Safety & Attendance			34,000	4,301	38,301
Longevity			17,326	2,192	19,518
Severance			64,391	8,145	72,536
Overtime			213,540	27,013	240,553
Uniforms				65,100	65,100
TOTAL	42.0	29.0	\$ 2,692,705	\$ 747,071	\$ 3,439,776



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Operations
Division: Spec. Trans. (SHUTTLE) - Admin

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Specialized Transportation Manager	1.0	1.0	\$ 98,714	\$ 28,545	\$ 127,259
Specialized Transportation Assistant Manager	1.0	1.0	76,469	31,382	107,851
Division Assistant	1.0	1.0	44,248	18,406	62,654
Service Supervisor	3.0	3.0	188,591	70,385	258,976
Standing Files Supervisor	1.0	1.0	61,541	20,022	81,563
Specialized Transportation Dispatcher	3.0	3.0	187,936	48,867	236,803
Data Specialist - Shuttle Archivist	2.0	2.0	68,386	39,334	107,720
SUBTOTAL	12.0	12.0	725,885	256,941	982,826
Relief Dispatcher	4.0	0.0	230,189	29,119	259,308
Safety & Attendance			5,000	633	5,633
Longevity			4,500	569	5,069
Premium Overtime			34,536	4,369	38,905
Overtime			61,000	7,717	68,717
Raincoats				1,400	1,400
TOTAL	16.0	12.0	\$ 1,061,110	\$ 300,748	\$ 1,361,858



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Operations
Division: Spec. Trans. (SHUTTLE) - Ops

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Shuttle Operators	33.0	31.0	\$ 1,716,686	\$ 581,789	\$ 2,298,475
SUBTOTAL *	33.0	31.0	1,716,686	581,789	2,298,475
Relief Operators **	3.3	0.0	132,887	16,810	149,697
Safety & Attendance			14,050	1,777	15,827
Premium Overtime			2,800	354	3,154
Overtime			126,250	15,971	142,221
Raincoats				1,500	1,500
TOTAL	36.3	31.0	\$ 1,992,673	\$ 618,201	\$ 2,610,874

* The FTEs include vacation replacement hours. The positions do not include vacation replacement operators.

** These positions are carried in Fixed Route Operations.



**2009 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
SCHEDULING & PLANNING**

	Object Number	Description	Division					
			Administration 10-453000-	Fixed Route Disptach Admin 10-639000-	Fixed Route Dispatch - Ops 10-631000-	Planning 10-451000-	Scheduling 10-452000-	Office Total
PERSONNEL	61100	Salaries	\$ 158,399	\$ 85,227	\$ 505,776	\$ 285,872	\$ 273,285	\$ 1,308,559
	61160	Safety & Attendance	-	-	3,000	-	2,000	5,000
	61190	Contract Salaries	45,000	-	-	-	-	45,000
	61200	Overtime	-	-	25,000	-	2,000	27,000
	62500	Benefits	48,308	33,240	135,432	95,523	95,906	408,409
		SUBTOTAL	251,707	118,467	669,208	381,395	373,191	1,793,968
SUPPLIES	63110	Books & Periodicals	-	-	-	200	-	200
	63120	Office Supplies	400	-	-	750	500	1,650
		SUBTOTAL	400	-	-	950	500	1,850
SERVICES	64110	Professional Services	-	-	-	300,000	-	300,000
	64210	Postage	100	-	-	100	-	200
	64350	Printing & Binding	250	-	-	3,000	750	4,000
		SUBTOTAL	350	-	-	303,100	750	304,200
OTHER	64910	Association Dues	500	-	-	1,000	500	2,000
	64970	Other Contract Services	10,000	-	-	-	-	10,000
	64990	Other Miscellaneous Expenses	-	-	-	10,000	-	10,000
		SUBTOTAL	10,500	-	-	11,000	500	22,000
		TOTAL OPERATIONS	\$ 262,957	\$ 118,467	\$ 669,208	\$ 696,445	\$ 374,941	\$ 2,122,018
	FTEs	2.0	1.0	7.0	4.0	4.0	18.0	
	Positions	2.0	1.0	7.0	4.0	4.0	18.0	



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Scheduling & Planning
Division: Administration

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Director of Planning	1.0	1.0	\$ 114,151	\$ 24,208	\$ 138,359
Executive Assistant	1.0	1.0	44,248	18,407	62,655
SUBTOTAL	2.0	2.0	158,399	42,615	201,014
Contract Ridechecker			45,000	5,693	50,693
TOTAL	2.0	2.0	\$ 203,399	\$ 48,308	\$ 251,707



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Scheduling & Planning
Division: *Fixed Route Dispatch Administration*

Position Title	2009 Budget		2009 Budget		
	FTEs	Positions	Salaries	Benefits	TOTAL
Assistant Manager	1.0	1.0	\$ 85,227	\$ 33,240	\$ 118,467
TOTAL	1.0	1.0	\$ 85,227	\$ 33,240	\$ 118,467



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Scheduling & Planning
Division: Fixed Route Dispatch

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Service Supervisor	7.0	7.0	\$ 440,526	\$ 123,635	\$ 564,161
SUBTOTAL	7.0	7.0	440,526	123,635	564,161
Safety & Attendance			3,000	380	3,380
Severance			65,250	8,254	73,504
Overtime			25,000	3,163	28,163
TOTAL	7.0	7.0	\$ 533,776	\$ 135,432	\$ 669,208



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Scheduling & Planning
Division: Planning

Position Title	2009 Budget		Salaries	2009 Budget		TOTAL
	FTEs	Positions		Benefits		
Senior Planner	1.0	1.0	\$ 85,227	\$ 21,930	\$ 107,157	
Planner II	1.0	1.0	73,069	25,899	98,968	
Planner	1.0	1.0	69,259	25,308	94,567	
Planner Analyst	1.0	1.0	58,317	22,386	80,703	
TOTAL	4.0	4.0	\$ 285,872	\$ 95,523	\$ 381,395	



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transportation Services
Office of: Scheduling & Planning
Division: Scheduling

Position Title	2009 Budget		Salaries	2009 Budget	
	FTEs	Positions		Benefits	TOTAL
Principal Planner	1.0	1.0	\$ 92,045	\$ 29,201	\$ 121,246
Scheduler	3.0	3.0	181,240	66,199	247,439
	SUBTOTAL		273,285	95,400	368,685
Safety & Attendance			2,000	253	2,253
Overtime			2,000	253	2,253
TOTAL	4.0	4.0	\$ 277,285	\$ 95,906	\$ 373,191



Customer Service
Representative
Ileana Ortega



*Ileana Ortega helps
customers improve
their commute,
speaking in both
English and Spanish!*

Every day, Customer Service Representatives introduce hundreds of new customers to Pierce Transit. They explain the options and details that make transit easy. During the recent winter storms, Pierce Transit Customer Service Representatives pulled almost quadruple duty, answering nearly 9,000 calls per week, up from an average of 2,400.



**2009 BUDGET
TRANSIT DEVELOPMENT DEPARTMENT
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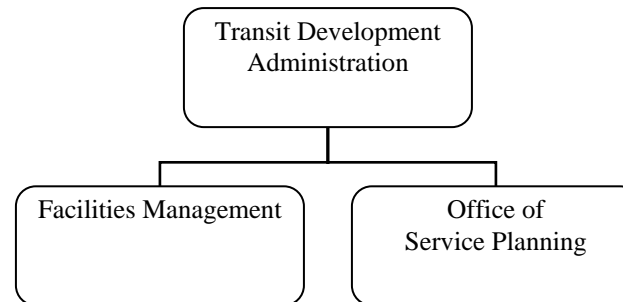
**2009 BUDGET
DEPARTMENT DESCRIPTION
TRANSIT DEVELOPMENT**

In Brief:

The overall goal of the Transit Development Department is support of Pierce Transit's mission to deliver outstanding transportation services that match our customers' needs. The department's goal of providing the highest quality service is accomplished through effective and responsive management and high caliber employees that support the mission and vision of Pierce Transit. The department is lead by Vice President Gregg Snyder.

Overview:

The Transit Development Department consists of the following:



Administration This division oversees and directs the activities in the department that provide essential support to other departments in the Agency.

Facilities Management This office is responsible for all of the Agency's facilities cleaning, repair, and maintenance. These facilities include transit centers, park and ride lots, passenger shelters, benches, Pierce Transit's operational and administrative headquarters at South Tacoma Way, the Commerce Street Turnaround, and the Tacoma Dome Station. In conjunction with the Office of Service Planning, they prioritize and oversee installation of passenger amenities such as benches, shelters, and trashcans.



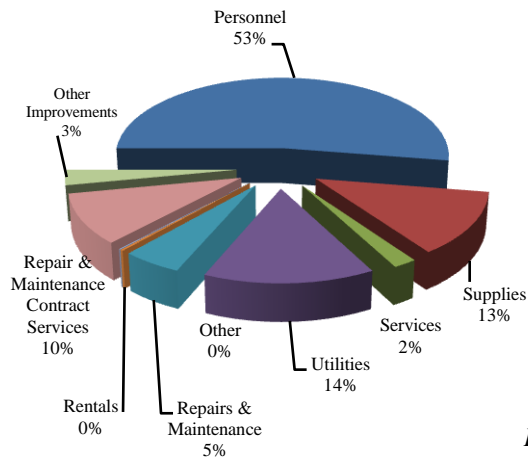
**2009 BUDGET
DEPARTMENT DESCRIPTION
TRANSIT DEVELOPMENT**

Office of Service Planning This office manages the planning, design, development, permitting, and construction/placement of the Agency's facilities. They coordinate with local, state, regional, and federal jurisdictions on development issues beneficial to public transportation, land use programs that will affect the future Pierce Transit operating environment, and regional transit planning projects. They are also responsible for coordinating with local jurisdictions on the placement of bus stops, managing private contractors in the construction of pads and approaches, as well as obtaining all permits associated with structures and construction.



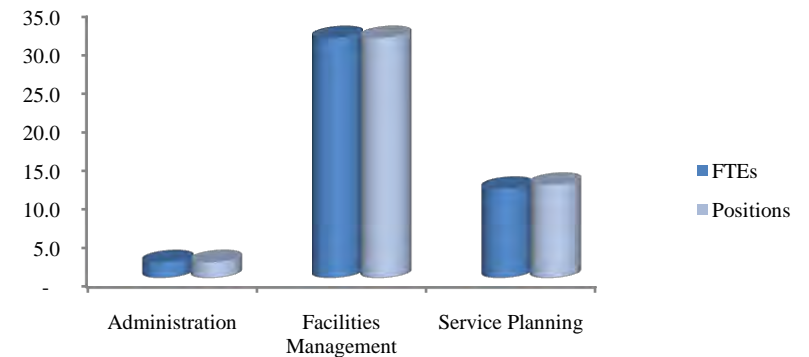
**2009 OPERATING BUDGET
DEPARTMENT EXPENDITURE SUMMARY
TRANSIT DEVELOPMENT**

Expenditure Summary



Description	Administration	Facilities Management	Service Planning	Department Total
Personnel	\$ 243,192	\$ 2,135,645	\$ 1,225,602	\$ 3,604,439
Maintenance & Operations				
Supplies	950	473,699	387,112	861,761
Services	15,000	70,100	53,355	138,455
Utilities	-	992,624	-	992,624
Repairs & Maintenance	-	349,654	-	349,654
Rentals	-	18,148	-	18,148
Other	1,450	5,150	2,175	8,775
Repair & Maintenance Contract Services	-	684,811	-	684,811
Other Improvements	-	-	206,010	206,010
Maintenance & Operations	17,400	2,594,186	648,652	3,260,238
TOTAL	\$ 260,592	\$ 4,729,831	\$ 1,874,254	\$ 6,864,677
<i>FTEs</i>	<i>2.0</i>	<i>31.0</i>	<i>11.5</i>	<i>33.0</i>
<i>Positions</i>	<i>2.0</i>	<i>31.0</i>	<i>12.0</i>	<i>33.0</i>

FTEs / Positions





**2009 OPERATING BUDGET
DEPARTMENT EXPENDITURE DETAIL
TRANSIT DEVELOPMENT**

	Object Number	Description	Administration	Facilities Management	Service Planning	Department Total
PERSONNEL	61100	Salaries	\$ 187,384	\$ 1,479,104	\$ 942,502	\$ 2,608,990
	61160	Safety & Attendance	-	11,000	-	11,000
	61200	Overtime	-	56,000	-	56,000
	62500	Benefits	55,808	554,541	283,100	893,449
	62900	Uniforms	-	35,000	-	35,000
		SUBTOTAL	243,192	2,135,645	1,225,602	3,604,439
SUPPLIES	63110	Books & Periodicals	200	1,405	500	2,105
	63120	Office Supplies	750	1,200	1,450	3,400
	63290	General Operating Supplies	-	68,700	195,700	264,400
	63310	Small Tools & Equipment	-	36,500	-	36,500
	63380	Snow Supplies	-	10,000	-	10,000
	63390	Other Repair & Maintenance	-	355,894	189,462	545,356
		SUBTOTAL	950	473,699	387,112	861,761
SERVICES	64110	Professional Services	15,000	70,000	51,875	136,875
	64210	Postage	-	-	180	180
	64340	Advertising	-	-	300	300
	64350	Printing & Binding	-	100	1,000	1,100
		SUBTOTAL	15,000	70,100	53,355	138,455
UTILITIES	64560	Electricity	-	835,154	-	835,154
	64570	Water	-	93,112	-	93,112
	64580	Garbage	-	64,358	-	64,358
		SUBTOTAL	-	992,624	-	992,624
REPAIRS & MAINTENANCE	64610	Building	-	336,654	-	336,654
	64650	General Equipment	-	13,000	-	13,000
		SUBTOTAL	-	349,654	-	349,654



**2009 OPERATING BUDGET
DEPARTMENT EXPENDITURE DETAIL
TRANSIT DEVELOPMENT**

	Object Number	Description				Department Total
			Administration	Facilities Management	Service Planning	
RENTALS	64730	Equipment	-	15,600	-	15,600
	64790	Other	-	2,548	-	2,548
		SUBTOTAL	-	18,148	-	18,148
OTHER	64910	Association Dues	950	2,150	1,475	4,575
	64980	Bridge Tolls	-	3,000	-	3,000
	64990	Other Miscellaneous Expenses	500	-	700	1,200
		SUBTOTAL	1,450	5,150	2,175	8,775
REPAIR & MAINTENANCE CONTRACT SERVICES	65100	Custodial	-	462,430	-	462,430
	65110	Landscaping	-	80,242	-	80,242
	65120	Pest Control	-	4,500	-	4,500
	65130	Elevator Maintenance	-	21,000	-	21,000
	65140	Recycling	-	5,550	-	5,550
	65150	Fire Life Safety System Maint	-	43,889	-	43,889
	65160	UPS Maintenance Services	-	10,000	-	10,000
	65170	Generator Maintenance	-	6,200	-	6,200
	65180	Calibration Services	-	7,500	-	7,500
	65190	Environmental Services	-	5,400	-	5,400
	65200	Water Feature Services	-	12,000	-	12,000
	65210	Roof Maintenance	-	10,000	-	10,000
	65220	Electrical System Maintenance	-	8,000	-	8,000
	65230	Crane & Hoist Maintenance	-	8,100	-	8,100
		SUBTOTAL	-	684,811	-	684,811
OTHER IMPROVEMENTS	66300	Other Structures & Improvements	-	-	158,000	158,000
	66400	Machinery, Equipment & Furniture	-	-	48,010	48,010
		SUBTOTAL	-	-	206,010	206,010
		TOTAL OPERATIONS	\$ 260,592	\$ 4,729,831	\$ 1,874,254	\$ 6,864,677
		<i>FTEs</i>	2.0	31.0	11.5	33.0
		<i>Positions</i>	2.0	31.0	12.0	33.0



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transit Development

Division: Administration

Position Title	2009 Budget		Salaries	2009 Budget Benefits	TOTAL
	FTEs	Positions			
VP Transit Development	1.0	1.0	\$ 135,141	\$ 33,702	\$ 168,843
Sr. Executive Assistant	1.0	1.0	52,243	22,106	74,349
TOTAL	2.0	2.0	\$ 187,384	\$ 55,808	\$ 243,192



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transit Development
Division: Facilities Management

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Maintenance Manager	1.0	1.0	\$ 90,227	\$ 7,617	\$ 97,844
Assistant Maintenance Manager	1.0	1.0	85,227	28,145	113,372
Division Assistant	1.0	1.0	42,218	7,802	50,020
Lead Maintenance Mechanic	2.0	2.0	122,886	45,527	168,413
Maintenance Mechanic	7.0	7.0	382,260	142,680	524,940
Facilities Custodian II	11.0	11.0	433,583	170,555	604,138
Facilities Custodian I	8.0	8.0	274,773	138,503	413,276
SUBTOTAL	31.0	31.0	1,431,174	540,829	1,972,003
Safety and Attendance			11,000	1,392	12,392
Certification Pay			2,080	263	2,343
Shift Differential			3,500	443	3,943
Overtime			56,000	7,084	63,084
Retirement Expense			7,350	930	8,280
Uniforms			35,000	35,000	70,000
Tool Allowance				3,600	3,600
TOTAL	31.0	31.0	\$ 1,546,104	\$ 589,541	\$ 2,135,645



**2009 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
SERVICE PLANNING**

	Object Number	Description	Division			
			Administration 10-413000-	Bus Stop Program 10-412000-	Capital & Construction Projects 10-411000-	Office Total
PERSONNEL	61100	Salaries	\$ 91,758	\$ 130,947	\$ 719,797	\$ 942,502
	62500	Benefits	26,949	36,870	219,281	283,100
		SUBTOTAL	118,707	167,817	939,078	1,225,602
SUPPLIES	63110	Books & Periodicals	-	200	300	500
	63120	Office Supplies	-	450	1,000	1,450
	63290	General Operating Supplies	-	194,700	1,000	195,700
	63390	General Repair & Maint Supplies	-	189,462	-	189,462
		SUBTOTAL	-	384,812	2,300	387,112
SERVICES	64110	Professional Services	-	34,375	17,500	51,875
	64210	Postage	-	30	150	180
	64340	Advertising	-	300	-	300
	64350	Printing & Binding	-	-	1,000	1,000
		SUBTOTAL	-	34,705	18,650	53,355
OTHER	64910	Association Dues	-	25	1,450	1,475
	64990	Other Miscellaneous Expenses	-	400	300	700
		SUBTOTAL	-	425	1,750	2,175
OTHER IMPROVEMENTS	66300	Other Structures & Improvements	-	158,000	-	158,000
	66400	Machinery, Equipment & Furniture	-	48,010	-	48,010
		SUBTOTAL	-	206,010	-	206,010
TOTAL OPERATIONS			\$ 118,707	\$ 793,769	\$ 961,778	\$ 1,874,254
<i>FTEs</i>			<i>1.0</i>	<i>2.0</i>	<i>8.5</i>	<i>11.5</i>
<i>Positions</i>			<i>1.0</i>	<i>2.0</i>	<i>9.0</i>	<i>12.0</i>



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transit Development
Office of: Service Planning
Division: Administration

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Director of Service Planning	1.0	1.0	\$ 91,758	\$ 26,949	\$ 118,707
TOTAL	1.0	1.0	\$ 91,758	\$ 26,949	\$ 118,707



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transit Development
Office of: Service Planning
Division: Bus Stop Program

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Planner II	1.0	1.0	\$ 72,411	\$ 13,844	\$ 86,255
Planner I	1.0	1.0	58,536	23,026	81,562
TOTAL	2.0	2.0	\$ 130,947	\$ 36,870	\$ 167,817



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Transit Development
Office of: Service Planning
Division: Capital & Construction Projects

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Construction Projects Assistant Manager	1.0	1.0	\$ 84,614	\$ 27,973	\$ 112,587
Senior Project Manager	1.0	1.0	115,950	27,476	143,426
Principal Service Planner	1.0	1.0	72,120	24,465	96,585
Senior Planner	1.0	1.0	85,227	27,345	112,572
Facilities Projects Supervisor	1.0	1.0	57,721	19,369	77,090
Principal Planner Capital Projects	1.0	1.0	92,045	21,879	113,924
Senior Planner Capital Projects	1.5	2.0	166,249	52,230	218,479
Project Assistant	1.0	1.0	45,871	18,544	64,415
TOTAL	8.5	9.0	\$ 719,797	\$ 219,281	\$ 939,078



Mechanic
Robert Johnson

“It may have been cold and wet, but the passengers were relying on us. We just wanted to get them on their way. You feel good about it.”

December of 2008 will long be remembered for one of the most severe winter storms to hit Puget Sound. Hundreds of Pierce Transit employees worked long days and nights, braving the elements to make sure Pierce County residents had transportation when the snow and ice hit the ground. December's changing conditions meant that buses often needed to be chained while they were out on the road. Maintenance crews spread out through the county to get the job done. Journey Level Mechanic Robert Johnson's comment typifies the Pierce Transit spirit.



**2009 BUDGET
HUMAN RESOURCES & TECHNOLOGY DEPARTMENT
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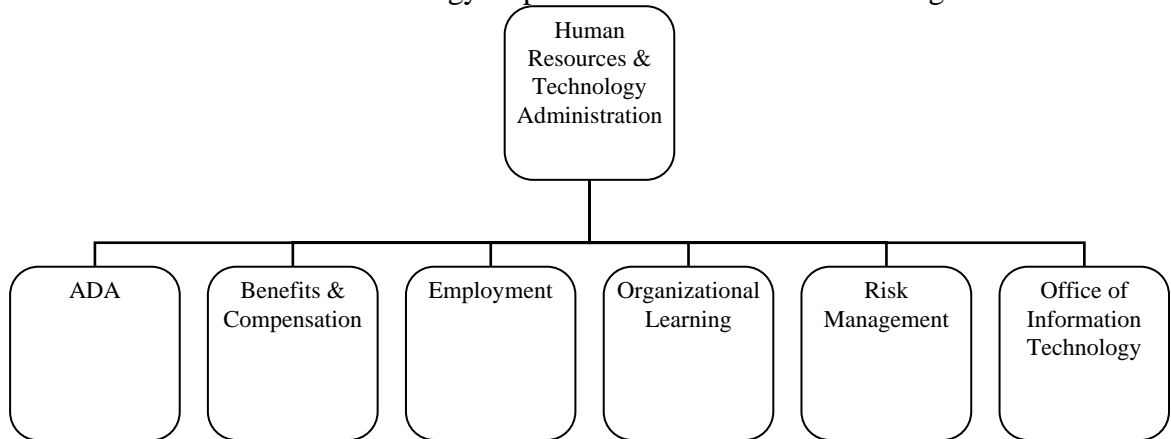
**2009 BUDGET
DEPARTMENT DESCRIPTION
HUMAN RESOURCES & TECHNOLOGY**

In Brief:

The overall goal of the Human Resources & Technology Department is to advance Pierce Transit's mission to deliver outstanding transportation services that match our customers' needs through the development of our employees and the creation and implementation of sound policies and principles. The department is lead by Vice President Alberto Lara.

Overview:

The Human Resources & Technology Department consists of the following:



Administration Human Resources & Technology Administration is responsible for directing and coordinating programs and policies that support current and future work force strategic initiatives. They provide coordination of the collective bargaining agreement, investigate and respond to grievances, conduct labor relations training, lead the negotiation of the collective bargaining agreement and provide oversight in arbitrations and other disputes. They also advise managers on employee relations issues for the non-represented group of the Agency.

ADA This division coordinates services for Americans with Disabilities Act (ADA), ADA eligibility certification for Specialized Transportation (SHUTTLE), and travel training services. These services complement our fixed route and SHUTTLE service. They maintain contact with federal, national, state, and local agencies for improvements and coordination.



**2009 BUDGET
DEPARTMENT DESCRIPTION
HUMAN RESOURCES & TECHNOLOGY**

Benefits and Compensation This division oversees the Agency's salary, wage and classification systems, assists with the defining of job responsibilities and qualifications, and periodically reviews job classifications for proper placement. It ensures a competitive and equitable salary structure. This function audits the payroll to ensure correct hourly rates, correct deductions, and administers and interprets the wage provisions of the labor contract. It also administers employee benefits for health, life and disability, deferred compensation, pension programs and flexible spending accounts. It monitors costs of the health and dental programs and recommends cost-effective changes that may be necessary.

Employment This division hires quality candidates and designs and administers job related, valid, bias-free selection devices and processes. The department supports and monitors equal employment opportunity compliance and establishes and monitors the Affirmative Action Plan. It maintains up-to-date personnel records and issues/monitors the personnel rules necessary to assure compliance with both state and federal labor and employment laws.

Organizational Learning This division looks at all new and current employees as a whole and crafts professional development initiatives to maximize employees' potential as it relates to the strategic vision of Pierce Transit. Training and Development uses a "University" style approach for delivery of training partnering with outside resources to include local colleges to ensure a robust training program. Tuition Reimbursement is coordinated by this section.



2009 BUDGET
DEPARTMENT DESCRIPTION
HUMAN RESOURCES & TECHNOLOGY

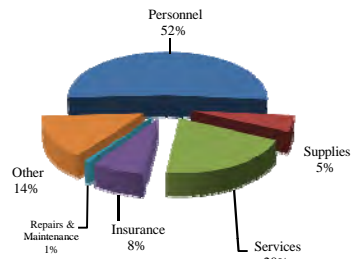
Risk Management This division is responsible for the overall risk management needs of the Agency including monitoring and controlling the Agency's losses and exposures associated with the self-insurance programs. This requires proper placement of casualty and property insurance coverage or alternative financing of risk, administration of workers' compensation and the light duty return to work programs, liability claims forecasting, monitoring, evaluation, and settlement, identification and resolution of safety issues, and assistance and support of safety programs. This division also oversees the Agency's insurance reserves.

Office of Information Technology This office is responsible for technology, information systems, and telecommunications throughout the Agency. Information Systems staff is responsible for the Agency network, information systems, printers, and desktop computers. They operate 24 hours a day, 7 days a week to support over 200 Agency computer users, and provide advanced technical monitoring and controlling of the Agency telecommunications services. This office includes information technology project management that supports the entire Agency by ensuring the day-to-day management and successful completion of major technology projects. These currently include the Mobile Communications Project and the Highline HR/Payroll system upgrade.

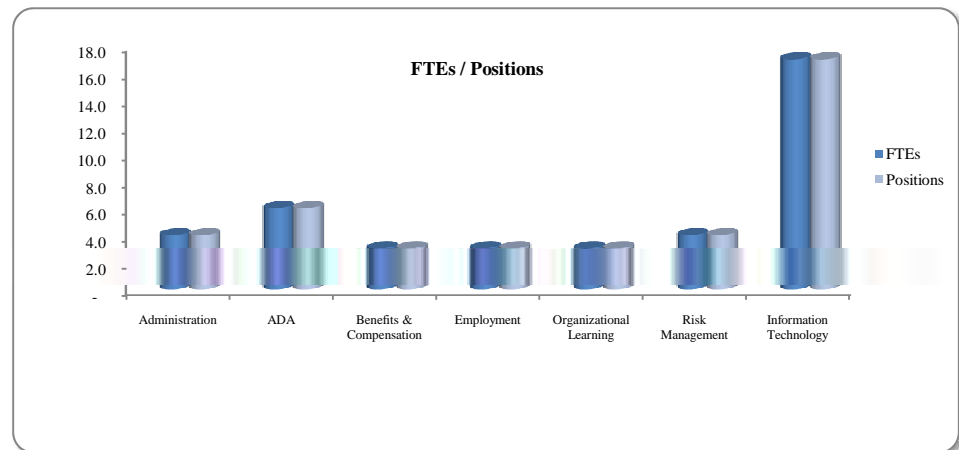


**2009 OPERATING BUDGET
DEPARTMENT EXPENDITURE SUMMARY
HUMAN RESOURCES & TECHNOLOGY**

Expenditure Summary



Description	Administration	ADA	Benefits & Compensation	Employment	Organizational Learning	Risk Management	Information Technology	Department Total
Personnel	\$ 478,550	\$ 414,239	\$ 307,104	\$ 331,761	\$ 373,096	\$ 386,380	\$ 1,766,577	\$ 4,057,706
Maintenance & Operations								
Supplies	5,445	12,329	14,850	900	4,800	17,700	364,531	420,555
Services	116,000	86,500	51,550	136,500	264,000	75,130	828,636	1,558,316
Insurance	-	-	-	-	-	595,500	-	595,500
Repairs & Maintenance	-	-	-	-	-	-	47,200	47,200
Other	25,100	150,100	830	480	460	20,900	882,747	1,080,617
Maintenance & Operations	146,545	248,929	67,230	137,880	269,260	709,230	2,123,114	3,702,188
TOTAL	\$ 625,095	\$ 663,168	\$ 374,334	\$ 469,641	\$ 642,356	\$ 1,095,610	\$ 3,889,691	\$ 7,759,894
FTEs	4.0	6.0	3.0	3.0	3.0	4.0	17.0	40.0
Positions	4.0	6.0	3.0	3.0	3.0	4.0	17.0	40.0





**2009 OPERATING BUDGET
DEPARTMENT EXPENDITURE DETAIL
HUMAN RESOURCES**

	Object Number	Description	Administration	ADA	Benefits & Compensation	Employment	Organizational Learning	Risk Management	Information Technology	Department Total
PERSONNEL	61100	Salaries	\$ 385,594	\$ 281,335	\$ 242,936	\$ 256,693	\$ 296,225	\$ 297,693	\$ 1,349,257	\$ 3,109,733
	61190	Contract Salaries	-	26,800	-	-	-	-	-	26,800
	61200	Overtime	-	-	-	-	-	-	20,000	20,000
	62500	Benefits	92,956	106,104	64,168	75,068	76,871	88,687	397,320	901,174
		SUBTOTAL	478,550	414,239	307,104	331,761	373,096	386,380	1,766,577	4,057,706
SUPPLIES	63110	Books & Periodicals	605	1,760	50	-	1,500	1,000	1,979	6,894
	63120	Office Supplies	670	-	400	500	400	1,000	1,300	4,270
	63290	General Operating Supplies	3,500	10,569	14,000	-	2,500	15,000	195,360	240,929
	63310	Small Tools & Equipment	670	-	400	400	400	700	165,492	168,062
	63390	General Repair & Maint Supplies	-	-	-	-	-	-	400	400
		SUBTOTAL	5,445	12,329	14,850	900	4,800	17,700	364,531	420,555
SERVICES	64110	Professional Services	10,000	67,600	51,500	73,500	203,000	73,780	140,500	619,880
	64120	Legal Costs	100,000	-	-	-	-	-	-	100,000
	64210	Postage	4,000	13,000	-	-	-	1,200	550	18,750
	64220	Telephone	-	-	-	-	-	-	674,119	674,119
	64320	Tuition Reimbursement	-	-	-	-	60,000	-	-	60,000
	64340	Advertising	-	-	-	60,000	-	-	13,467	73,467
	64350	Printing & Binding	2,000	5,900	50	3,000	1,000	150	-	12,100
		SUBTOTAL	116,000	86,500	51,550	136,500	264,000	75,130	828,636	1,558,316
INSURANCE	64410	Liability	-	-	-	-	-	422,000	-	422,000
	64420	Fire	-	-	-	-	-	128,000	-	128,000
	64430	Performance Bond	-	-	-	-	-	500	-	500
	64470	Workers Compensation Ins.	-	-	-	-	-	45,000	-	45,000
		SUBTOTAL	-	-	-	-	-	595,500	-	595,500
REPAIRS & MAINTENANCE	64650	General Equipment	-	-	-	-	-	-	47,200	47,200
		SUBTOTAL	-	-	-	-	-	-	47,200	47,200
OTHER	64910	Association Dues	2,600	100	830	480	460	2,150	-	6,620
	64970	Other Contract Services	20,000	150,000	-	-	-	18,000	881,747	1,069,747
	64990	Other Miscellaneous Expenses	2,500	-	-	-	-	750	1,000	4,250
		SUBTOTAL	25,100	150,100	830	480	460	20,900	882,747	1,080,617
		TOTAL OPERATIONS	\$ 625,095	\$ 663,168	\$ 374,334	\$ 469,641	\$ 642,356	\$ 1,095,610	\$ 3,889,691	\$ 7,759,894
		<i>FTEs</i>	4.0	6.0	3.0	3.0	3.0	4.0	17.0	40.0
		<i>Positions</i>	4.0	6.0	3.0	3.0	3.0	4.0	17.0	40.0



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Human Resources & Technology
Division: Administration

Position Title	2009 Budget		Salaries	2009 Budget		TOTAL
	FTEs	Positions		Benefits		
VP Human Resources & Technology	1.0	1.0	\$ 139,742	\$ 23,305	\$ 163,047	
Director of Labor & Employee Relations	1.0	1.0	122,965	33,636	156,601	
Senior Human Resource Analyst	1.0	1.0	66,177	16,870	83,047	
Sr. Executive Assistant	1.0	1.0	56,710	19,145	75,855	
TOTAL	4.0	4.0	\$ 385,594	\$ 92,956	\$ 478,550	



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Human Resources & Technology

Division: ADA

Position Title	2009 Budget		Salaries	2009 Budget		TOTAL
	FTEs	Positions		Benefits		
ADA Eligibility & Travel Training Assistant Manager	1.0	1.0	\$ 91,147	\$ 23,165	\$	114,312
Travel Trainer	2.0	2.0	87,445	35,644		123,089
ADA Eligibility Coordinator	1.0	1.0	58,463	23,574		82,037
ADA Eligibility Assistant	2.0	2.0	44,280	20,331		64,611
SUBTOTAL	6.0	6.0	281,335	102,714		384,049
Travel Training Intern Stipend			6,000	759		6,759
Travel Ambassador Outreach Liaison			20,800	2,631		23,431
TOTAL	6.0	6.0	\$ 308,135	\$ 106,104	\$	414,239



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Human Resources & Technology
Division: Benefits & Compensation

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Benefits and Compensation Manager	1.0	1.0	\$ 101,698	\$ 28,795	\$ 130,493
Human Resources Analyst	1.0	1.0	78,914	16,024	94,938
Human Resources Specialist	1.0	1.0	62,324	19,349	81,673
TOTAL	3.0	3.0	\$ 242,936	\$ 64,168	\$ 307,104



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Human Resources & Technology
Division: Employment

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Employment Manager	1.0	1.0	\$ 107,361	\$ 31,456	\$ 138,817
Senior Human Resource Analyst	1.0	1.0	85,227	27,345	112,572
Human Resources Analyst	1.0	1.0	64,105	16,267	80,372
TOTAL	3.0	3.0	\$ 256,693	\$ 75,068	\$ 331,761



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Human Resources & Technology
Division: Organizational Learning

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Organizational Learning Manager	1.0	1.0	\$ 107,361	\$ 19,964	\$ 127,325
Employee Relations Coordinator	1.0	1.0	85,227	28,025	113,252
Human Resources Specialist	1.0	1.0	72,937	24,998	97,935
SUBTOTAL	3.0	3.0	265,525	72,987	338,512
Retirement Expense			30,700	3,884	34,584
TOTAL	3.0	3.0	\$ 296,225	\$ 76,871	\$ 373,096



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Human Resources & Technology
Division: Risk Management

Position Title	2009 Budget		Salaries	2009 Budget		TOTAL
	FTEs	Positions		Benefits		
Risk Manager	1.0	1.0	\$ 107,361	\$ 29,430	\$	136,791
Claims Administrator	1.0	1.0	85,227	15,683		100,910
Claims Specialist	1.0	1.0	55,201	21,493		76,694
Risk Management Assistant	1.0	1.0	49,904	22,081		71,985
TOTAL	4.0	4.0	\$ 297,693	\$ 88,687	\$	386,380



**2009 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
INFORMATION TECHNOLOGY**

	Object Number Description		Division					Office Total				
			Administration 10-264000-	Information Systems 10-262000-	Project Management 10-263000-	Telecommunications 10-265000-						
PERSONNEL	61100	Salaries	\$	122,965	\$	913,612	\$	177,290	\$	135,390	\$	1,349,257
	61200	Overtime		-		20,000		-		-		20,000
	62500	Benefits		33,094		271,879		53,111		39,236		397,320
	SUBTOTAL			156,059		1,205,491		230,401		174,626		1,766,577
SUPPLIES	63110	Books & Periodicals		200		650		579		550		1,979
	63120	Office Supplies		100		400		200		600		1,300
	63290	General Operating Supplies		-		195,310		50		-		195,360
	63310	Small Tools & Equipment		-		165,392		-		100		165,492
	63390	General Repair & Maintenance		-		400		-		-		400
	SUBTOTAL			300		362,152		829		1,250		364,531
SERVICES	64110	Professional Services		2,200		138,300		-		-		140,500
	64210	Postage		-		450		-		100		550
	64220	Telephone		-		-		-		674,119		674,119
	64340	Advertising		-		-		-		13,467		13,467
	SUBTOTAL			2,200		138,750		-		687,686		828,636
REPAIRS & MAINTENANCE	64650	General Equipment		-		12,750		-		34,450		47,200
	SUBTOTAL			-		12,750		-		34,450		47,200
OTHER	64970	Other Contract Services		-		881,747		-		-		881,747
	64990	Other Miscellaneous Expenses		500		500		-		-		1,000
	SUBTOTAL			500		882,247		-		-		882,747
	TOTAL OPERATIONS		\$	159,059	\$	2,601,390	\$	231,230	\$	898,012	\$	3,889,691
		FTEs		1.0		13.0		1.0		2.0		17.0
		Positions		1.0		13.0		1.0		2.0		17.0



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Human Resources & Technology

Office of: Information Technology

Division: Administration

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Director of Information Technology	1.0	1.0	\$ 122,965	\$ 33,094	\$ 156,059
TOTAL	1.0	1.0	\$ 122,965	\$ 33,094	\$ 156,059



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Human Resources & Technology
Office of: Information Technology
Division: Project Management

Position Title	2009 Budget		Salaries	2009 Budget		TOTAL
	FTEs	Positions		Benefits		
Project Manager	1.0	1.0	\$ 177,290	\$ 53,111	\$ 230,401	
TOTAL	1.0	1.0	\$ 177,290	\$ 53,111	\$ 230,401	



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Human Resources & Technology
Office of: Information Technology
Division: Telecommunications

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
IS Assistant Manager Telecom Administrator	1.0	1.0	\$ 90,166	\$ 29,183	\$ 119,349
Telecom Support Assistant	1.0	1.0	45,224	10,053	55,277
TOTAL	2.0	2.0	\$ 135,390	\$ 39,236	\$ 174,626





Debbie Wooten Williams

While some see a person in a wheelchair, this mother of five describes herself as an independent, confident, and happy person. Disabled with polio, spina bifida, and scoliosis since infancy, Debbie Wooten Williams has lost the ability to walk fully in the last couple of years. She is often dependent on others for transportation. Debbie wanted her independence back. She called Pierce Transit and worked closely with a Travel Trainer. She learned that Transit Operators were happy to assist. "They taught me how to navigate the system, and how to use my wheelchair on a regular bus, with ease."

*"I never felt so safe.
I knew that people
cared. It was
refreshing to be in
control again."*





**2009 BUDGET
FINANCE, AUDIT & ADMINISTRATION DEPARTMENT
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 - Expenditure Summary Graph*
 - Expenditure by description for 2009 Budget*
 - FTE's / Positions graph*
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Detail

- *Office Expenditure Detail*
 - Division Detail by Object Number*
- *Personnel Summary*
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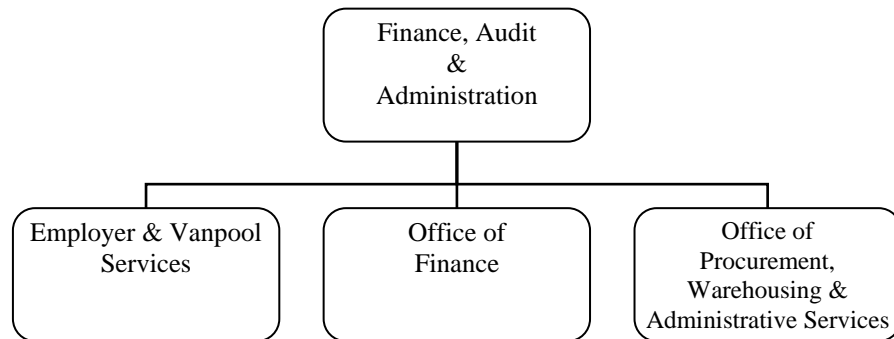
In Brief:

The overall goal of the Finance, Audit & Administration Department is support of Pierce Transit's mission to deliver outstanding transportation services that match our customers' needs. The department's goal of providing the highest quality service is accomplished through effective and responsive management and high caliber employees that support the mission and vision of Pierce Transit. The department is lead by Vice President Wayne Fanshier.

2009 BUDGET DEPARTMENT DESCRIPTION FINANCE, AUDIT & ADMINISTRATION

Overview:

The Finance, Audit & Administration Department consists of the following:



Administration This division oversees and directs the activities of the department.

Employer & Vanpool Services This division is responsible for ridematching services, vanpool services, employer and transit demand management services, and the regional fare coordination project (ORCA). These services complement our fixed route and SHUTTLE service with commuting options, especially for long-distance commuters. The office maintains contact with federal, national, state, and local agencies for improvements and coordination.



2009 BUDGET
DEPARTMENT DESCRIPTION
FINANCE, AUDIT & ADMINISTRATION

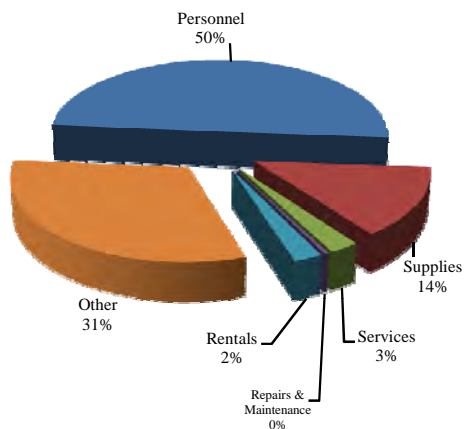
Office of Finance This office performs the function of recording Agency financial transactions in conformance with state and federal accounting regulations as well as generally accepted accounting principals. They provide accounts payable, accounts receivable, revenue processing, and payroll services for the Agency, develop and maintain internal controls over these functions in order to safeguard Agency assets, produce internal and external financial reports, coordinate internal and external audits, administer the investment portfolio, and manage financial activities with external agencies. Responsibilities also include developing the Agency's budget programs, goals, and requirements, preparing the Agency's annual budget document, monitoring revenues and expenditures, preparing budget variance reports, and developing long range financial plans.

Office of Procurement, Warehousing & Administrative Services This office directs and controls the purchase of materials and services for the entire Agency. This includes the ordering, stocking, shipping, and distribution of parts used in maintaining and repairing Agency vehicles, establishing appropriate stocking levels for parts to ensure that revenue vehicles are not out of service due to lack of parts availability, and maintenance of fuel inventories. This office also monitors and refines contract specifications, coordinates Disadvantaged Business Enterprise (DBE) programs, and assures contract compliance. They provide support activities for all departments and divisions in the Agency including word processing and data entry, maintenance of centralized files, telephone and guest reception, photo reproduction, processing of incoming/outgoing mail and internal memoranda, vehicle licensing and payment of miscellaneous taxes and assessments, and meeting the daily demands of the operation of the headquarters facility.



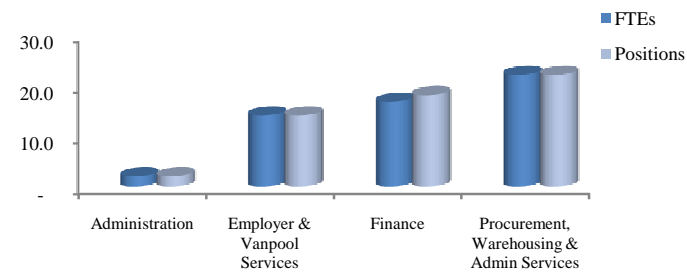
**2009 OPERATING BUDGET
DEPARTMENT EXPENDITURE SUMMARY
FINANCE, AUDIT & ADMINISTRATION**

Expenditure Summary



Description	Administration	Employer & Vanpool Services	Finance	Procurement, Warehousing & Admin Services	Department Total
Personnel	\$ 257,121	\$ 1,221,260	\$ 1,564,803	\$ 1,646,199	\$ 4,689,383
Maintenance & Operations					
Supplies	1,656	1,022,350	12,250	251,500	1,287,756
Services	-	72,800	143,050	17,065	232,915
Repairs & Maintenance	-	-	4,800	28,440	33,240
Rentals	-	-	-	224,296	224,296
Other	1,610	139,053	2,686,141	130,310	2,957,114
Maintenance & Operations	3,266	1,234,203	2,846,241	651,611	4,735,321
TOTAL OPERATIONS	\$ 260,387	\$ 2,455,463	\$ 4,411,044	\$ 2,297,810	\$ 9,424,704
<i>FTEs</i>	<i>2.0</i>	<i>14.0</i>	<i>16.7</i>	<i>22.0</i>	<i>54.7</i>
<i>Positions</i>	<i>2.0</i>	<i>14.0</i>	<i>18.0</i>	<i>22.0</i>	<i>56.0</i>

FTEs / Positions





**2009 OPERATING BUDGET
DEPARTMENT EXPENDITURE DETAIL
FINANCE, AUDIT & ADMINISTRATION**

	Object Number	Description	Administration		Employer & Vanpool Services	Finance	Procurement, Warehousing & Admin Services	Department Total				
PERSONNEL	61100	Salaries	\$	202,238	\$	930,370	\$	1,105,332	\$	1,205,018	\$	3,442,958
	61160	Safety & Attendance		-		-		2,500		8,600		11,100
	61200	Overtime		-		-		18,000		5,000		23,000
	62500	Benefits		54,883		290,890		438,671		424,581		1,209,025
	62900	Uniforms		-		-		300		3,000		3,300
		SUBTOTAL		257,121		1,221,260		1,564,803		1,646,199		4,689,383
SUPPLIES	63110	Books & Periodicals		1,156		200		500		100		1,956
	63120	Office Supplies		500		-		6,250		99,400		106,150
	63230	Fuel - Unleaded		-		1,018,620		-		-		1,018,620
	63290	General Operating Supplies		-		3,530		5,500		250		9,280
	63310	Small Tools & Equipment		-		-		-		151,750		151,750
		SUBTOTAL		1,656		1,022,350		12,250		251,500		1,287,756
SERVICES	64110	Professional Services		-		50,000		53,100		3,000		106,100
	64130	Training		-		-		50,000		-		50,000
	64210	Postage		-		10,000		5,600		7,015		22,615
	64330	Travel & Subsistence		-		-		25,000		-		25,000
	64340	Advertising		-		-		-		5,000		5,000
	64350	Printing & Binding		-		12,800		9,350		2,050		24,200
	SUBTOTAL		-		72,800		143,050		17,065		232,915	
REPAIRS & MAINTENANCE	64650	General Equipment		-		-		4,800		28,440		33,240
		SUBTOTAL		-		-		4,800		28,440		33,240
RENTALS	64720	Buildings		-		-		-		134,630		134,630
	64730	Equipment		-		-		-		10,400		10,400
	64790	Other		-		-		-		79,266		79,266
		SUBTOTAL		-		-		-		224,296		224,296
OTHER	64910	Association Dues		860		-		1,795		40		2,695
	64950	Taxes		-		-		35,500		71,300		106,800
	64970	Other Contract Services		-		11,438		948,196		46,800		1,006,434
	64980	Bridge Tolls		-		46,615		-		600		47,215
	64990	Other Miscellaneous Expenses		750		81,000		1,700,650		11,570		1,793,970
		SUBTOTAL		1,610		139,053		2,686,141		130,310		2,957,114
TOTAL OPERATIONS			\$	260,387	\$	2,455,463	\$	4,411,044	\$	2,297,810	\$	9,424,704
FTEs				2.0		14.0		16.7		22.0		54.7
Positions				2.0		14.0		18.0		22.0		56.0



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Finance, Audit & Administration
Division: Administration

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
VP Finance, Audit & Administration	1.0	1.0	\$ 152,108	\$ 35,922	\$ 188,030
Sr. Executive Assistant	1.0	1.0	50,130	18,961	69,091
TOTAL	2.0	2.0	\$ 202,238	\$ 54,883	\$ 257,121



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Finance, Audit & Administration
Division: Employer & Vanpool Services

Position Title	2009 Budget		2009 Budget		
	FTEs	Positions	Salaries	Benefits	TOTAL
Employer & Smart Card Manager	1.0	1.0	\$ 107,361	\$ 29,658	\$ 137,019
Smart Card Project Manager	1.0	1.0	76,227	12,000	88,227
Employer & Vanpool Services Assistant Manager	1.0	1.0	85,227	17,002	102,229
Vanpool Coordinator	8.0	8.0	505,030	172,878	677,908
Vanpool Specialist	1.0	1.0	40,192	14,716	54,908
Employer Services Coordinator	1.0	1.0	73,069	26,260	99,329
Employer Assistant	1.0	1.0	43,264	18,376	61,640
TOTAL	14.0	14.0	\$ 930,370	\$ 290,890	\$ 1,221,260



**2009 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
FINANCE**

	Object Number	Description	Division				Office Total
			Administration 10-221000-	Accounting 10-241000-	Budgeting 10-261000-	Revenue Accounting 10-242000-	
PERSONNEL	61100	Salaries	\$ 200,853	\$ 357,840	\$ 328,679	\$ 217,960	\$ 1,105,332
	61160	Safety & Attendance	-	1,600	-	900	2,500
	61200	Overtime	-	8,000	-	10,000	18,000
	62500	Benefits	59,352	135,080	100,156	144,083	438,671
	62900	Uniforms	-	-	-	300	300
		SUBTOTAL	260,205	502,520	428,835	373,243	1,564,803
SUPPLIES	63110	Books & Periodicals	50	200	250	-	500
	63120	Office Supplies	200	3,050	2,000	1,000	6,250
	63290	General Operating Supplies	-	-	-	5,500	5,500
		SUBTOTAL	250	3,250	2,250	6,500	12,250
SERVICES	64110	Professional Services	-	52,550	550	-	53,100
	64130	Training	-	-	50,000	-	50,000
	64210	Postage	-	5,600	-	-	5,600
	64330	Travel & Subsistence	-	-	25,000	-	25,000
	64350	Printing & Binding	-	4,550	4,800	-	9,350
		SUBTOTAL	-	62,700	80,350	-	143,050
REPAIRS & MAINTENANCE	64650	General Equipment	-	400	-	4,400	4,800
		SUBTOTAL	-	400	-	4,400	4,800
OTHER	64910	Association Dues	520	790	205	280	1,795
	64950	Taxes	-	35,500	-	-	35,500
	64970	Other Contract Services	-	37,000	-	911,196	948,196
	64990	Other Miscellaneous Expenses	100	500	1,700,050	-	1,700,650
		SUBTOTAL	620	73,790	1,700,255	911,476	2,686,141
		TOTAL OPERATIONS	\$ 261,075	\$ 642,660	\$ 2,211,690	\$ 1,295,619	\$ 4,411,044
		<i>FTEs</i>	2.0	6.0	4.0	4.7	16.7
		<i>Positions</i>	2.0	6.0	4.0	6.0	18.0



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Finance, Audit & Administration
Office of: Finance
Division: Administration

Position Title	2009 Budget		2009 Budget		
	FTEs	Positions	Salaries	Benefits	TOTAL
Director of Finance	1.0	1.0	\$ 122,965	\$ 31,722	\$ 154,687
Capital Grants & Budget Manager	1.0	1.0	77,888	27,630	105,518
TOTAL	2.0	2.0	\$ 200,853	\$ 59,352	\$ 260,205



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Finance, Audit & Administration
Office of: Finance
Division: Accounting

Position Title	2009 Budget		Salaries	2009 Budget	
	FTEs	Positions		Benefits	TOTAL
Assistant Finance Manager	1.0	1.0	\$ 92,045	\$ 27,649	\$ 119,694
Senior Accountant	1.0	1.0	73,069	26,259	99,328
Account Clerk	2.0	2.0	91,642	42,170	133,812
Payroll Specialist	2.0	2.0	101,084	37,788	138,872
SUBTOTAL	6.0	6.0	357,840	133,866	491,706
Safety & Attendance			1,600	202	1,802
Overtime			8,000	1,012	9,012
TOTAL	6.0	6.0	\$ 367,440	\$ 135,080	\$ 502,520



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Finance, Audit & Administration
Office of: Finance
Division: Budgeting

Position Title	2009 Budget		Salaries	2009 Budget		TOTAL
	FTEs	Positions		Benefits		
Budget Manager	1.0	1.0	\$ 104,377	\$ 27,750	\$ 132,127	
Budget Analyst	1.0	1.0	80,584	27,369	107,953	
Central Projects & Grants Coordinator	1.0	1.0	76,722	21,220	97,942	
Data Management Coordinator	1.0	1.0	66,996	23,817	90,813	
TOTAL	4.0	4.0	\$ 328,679	\$ 100,156	\$ 428,835	



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Finance, Audit & Administration
Office of: Finance
Division: Revenue Accounting

Position Title	2009 Budget		Salaries	2009 Budget	
	FTEs	Positions		Benefits	TOTAL
Revenue Supervisor	1.0	1.0	\$ 71,625	\$ 25,579	\$ 97,204
Account Clerk	2.0	2.0	92,614	76,339	168,953
Clerical Assistant	1.7	3.0	53,721	40,786	94,507
SUBTOTAL	4.7	6.0	217,960	142,704	360,664
Safety & Attendance			900	114	1,014
Overtime			10,000	1,265	11,265
Uniforms				300	300
TOTAL	4.7	6.0	\$ 228,860	\$ 144,383	\$ 373,243



**2009 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
PROCUREMENT, WAREHOUSING AND ADMINISTRATIVE SERVICES**

	Object Number	Description	Division					Office Total
			Administration 10-233000-	Services 10-253000-	Purchasing 10-231000-	Warehousing 10-232000-		
PERSONNEL	61100	Salaries	\$ 122,965	\$ 209,409	\$ 273,091	\$ 599,553	\$ 1,205,018	
	61160	Safety & Attendance	-	1,600	-	7,000	8,600	
	61200	Overtime	-	1,000	-	4,000	5,000	
	62500	Benefits	32,082	77,829	88,823	225,847	424,581	
	62900	Uniforms	-	-	-	3,000	3,000	
		SUBTOTAL	155,047	289,838	361,914	839,400	1,646,199	
SUPPLIES	63110	Books & Periodicals	-	100	-	-	100	
	63120	Office Supplies	50	1,500	97,600	250	99,400	
	63290	General Operating Supplies	-	-	50	200	250	
	63310	Small Tools & Equipment	-	50	145,950	5,750	151,750	
		SUBTOTAL	50	1,650	243,600	6,200	251,500	
SERVICES	64110	Professional Services	-	-	3,000	-	3,000	
	64130	Training	-	-	-	-	-	
	64210	Postage	-	5,015	2,000	-	7,015	
	64330	Travel & Subsistence	-	-	-	-	-	
	64340	Advertising	-	-	5,000	-	5,000	
	64350	Printing & Binding	-	500	1,500	50	2,050	
	SUBTOTAL	-	5,515	11,500	50	17,065		
REPAIRS & MAINTENANCE	64650	General Equipment	-	-	28,440	-	28,440	
		SUBTOTAL	-	-	28,440	-	28,440	
RENTALS	64720	Buildings	-	-	134,630	-	134,630	
	64730	Equipment	-	4,900	5,000	500	10,400	
	64790	Other	-	990	78,276	-	79,266	
		SUBTOTAL	-	5,890	217,906	500	224,296	
OTHER	64910	Association Dues	40	-	-	-	40	
	64950	Taxes	-	70,300	1,000	-	71,300	
	64970	Other Contract Services	-	3,800	43,000	-	46,800	
	64980	Bridge Tolls	-	600	-	-	600	
	64990	Other Miscellaneous Expenses	-	70	11,500	-	11,570	
		SUBTOTAL	40	74,770	55,500	-	130,310	
TOTAL OPERATIONS			\$ 155,137	\$ 377,663	\$ 918,860	\$ 846,150	\$ 2,297,810	
	FTEs		1.0	5.0	4.0	12.0	22.0	
	Positions		1.0	5.0	4.0	12.0	22.0	



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Finance, Audit & Administration
Office of: Procurement, Warehousing &
Administrative Services
Division: Administration

Position Title	2009 Budget		Salaries	2009 Budget		TOTAL
	FTEs	Positions		Benefits		
Director of Procurement, Warehousing, and Administrative Services	1.0	1.0	\$ 122,965	\$ 32,082	\$ 155,047	
TOTAL	1.0	1.0	\$ 122,965	\$ 32,082	\$ 155,047	



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Finance, Audit & Administration
Office of: Procurement, Warehousing &
Administrative Services
Division: Administrative Services

Position Title	2009 Budget		Salaries	2009 Budget	
	FTEs	Positions		Benefits	TOTAL
Administrative Services Supervisor	1.0	1.0	\$ 58,595	\$ 19,443	\$ 78,038
Administrative Specialist II	3.0	3.0	114,999	43,769	158,768
Clerical Assistant	1.0	1.0	35,815	14,288	50,103
SUBTOTAL	5.0	5.0	209,409	77,500	286,909
Safety & Attendance			1,600	202	1,802
Overtime			1,000	127	1,127
TOTAL	5.0	5.0	\$ 212,009	\$ 77,829	\$ 289,838



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Finance, Audit & Administration
Office of: Procurement, Warehousing &
Administrative Services
Division: Purchasing

Position Title	2009 Budget		2009 Budget		TOTAL
	FTEs	Positions	Salaries	Benefits	
Purchasing Coordinator	2.0	2.0	\$ 157,686	\$ 53,984	\$ 211,670
Purchasing Agent	1.0	1.0	65,321	16,370	81,691
Purchasing Assistant	1.0	1.0	50,084	18,469	68,553
TOTAL	4.0	4.0	\$ 273,091	\$ 88,823	\$ 361,914



**2009 OPERATING BUDGET
PERSONNEL SUMMARY**

Department: Finance, Audit & Administration
Office of: Procurement, Warehousing &
Administrative Services
Division: Warehousing

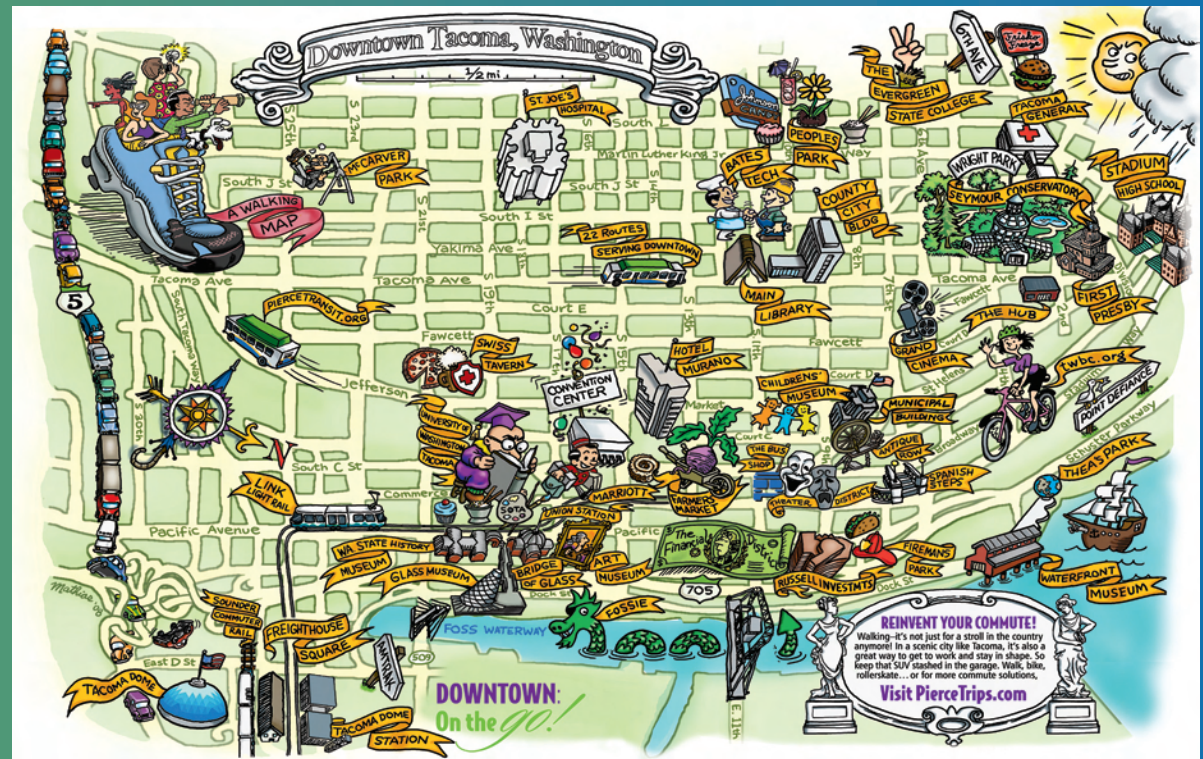
Position Title	2009 Budget		Salaries	2009 Budget	
	FTEs	Positions		Benefits	TOTAL
Assistant Manager of Inventory	1.0	1.0	\$ 84,767	\$ 26,319	\$ 111,086
Division Assistant	1.0	1.0	36,737	17,579	54,316
Warehouse Technician II	1.0	1.0	55,091	22,200	77,291
Warehouse Technician I	7.0	7.0	341,187	133,994	475,181
Warehouse Assistant	1.0	1.0	43,744	9,921	53,665
Warehouse Courier	1.0	1.0	38,027	14,442	52,469
	<hr/>		<hr/>		
SUBTOTAL	12.0	12.0	599,553	224,455	824,008
Safety & Attendance			7,000	886	7,886
Overtime			4,000	506	4,506
Uniforms				3,000	3,000
	<hr/>		<hr/>		
TOTAL	12.0	12.0	\$ 610,553	\$ 228,847	\$ 839,400
	<hr/>		<hr/>		

* Position reclassified.



*Pierce Transit,
the City of Tacoma
and other partners
worked together on a
campaign to reduce
drive alone trips
in and out of
downtown
Tacoma.*

The 2008-2009 "Downtown on the Go!" promotions reached people throughout Pierce County, raising awareness of transit, vanpool, carpool, biking, and walking options.





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CAPITAL BUDGET
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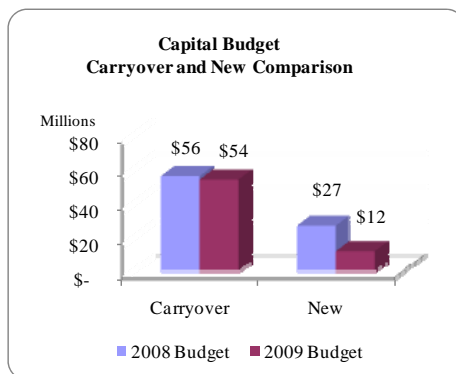
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2009 CAPITAL BUDGET INTRODUCTION

In brief:

Capital projects for 2009 are budgeted at \$66.7 million. Approved but unspent projects are carried over to the following budget year. The 2009 Budget contains approximately \$54 million of prior year budgeted funds (carryover), the majority of which is for the Peninsula Park and Ride at \$18.2 million, and the Mobile Communications project at \$13.7 million. Expenditures are supported by \$18.7 million in grant revenue primarily from the Federal Transit Administration. Operating costs or anticipated savings associated with significant non-routine capital expenditures such as personnel, maintenance, and utility costs have been included in the operating budgets of the responsible division.



What It Is

The capital budget for 2009 is the Agency's financial plan of capital project expenditures for the year. The capital budget incorporates anticipated revenues and expenditures included in the first year of the Six-Year Capital Plan. Capital outlays reflect non-recurring capital improvements rather than ongoing expenses. In addition, these items are distinguished from operating items due to their value (greater than \$5,000) and projected useful life (longer than one year). Capital projects also tend to have higher costs requiring more stringent control and accountability.

The Six-Year Capital Plan is updated annually during the regular budget cycle. Capital needs are submitted by staff and prioritized by the Agency leadership against the goals set forth by the Board of Commissioners. The capital budget and Six-Year Capital Plan is formally adopted with the full Agency budget each December.

The Six-Year Capital Plan is consistent with the Transit Development Plan (TDP), a report that is required to be submitted annually to the State of Washington. Information from the TDP is included in the Annual Summary of Public Transportation which provides uniform data to transit providers, the legislative transportation committees, and local and regional governments. It is also formally adopted by the Board of Commissioners.

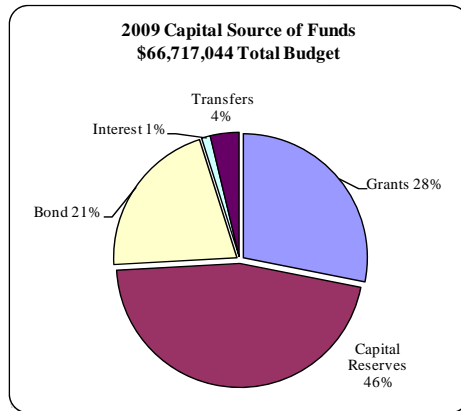
Capital project funds do not lapse until completion of the project. Agency policy requires funds to be budgeted in the year in which contracts will be entered into. Approved but unspent funds are carried over to the following budget year until project completion.

The capital budget is separated into five categories which include Revenue Vehicles, Passenger Facilities, Base Facilities, Technology, and Other. These categories are presented in the pages following and include distinctions that are important to the Agency such as project class, which separates a project according to whether it is *replacement* of an existing system or piece of equipment, or *expansion*. Expansion projects include acquisition of new systems or equipment that, if not brand new, represents a replacement that is not like for like.

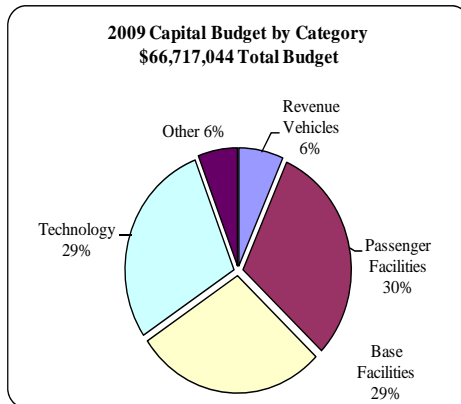


2009 CAPITAL BUDGET INTRODUCTION

Where the money comes from:



Where the money goes:



A further distinction is made between types of projects including Planning, Construction, or Acquisition. Studies for future projects that meet the capital criteria are designated as Planning. Construction projects generally require a construction component that is either new construction or significant repair or remodel, beyond normal operating maintenance. The third designation is Acquisition which includes projects that require purchase and install, with no construction component required to make the equipment or system operable.

How It's Funded

Where possible, capital projects are funded from non-recurring funding sources such as grants and debt proceeds. This funding flexibility allows the Agency to use financing and one-time revenue sources to accelerate completion of critical projects.

The 2009 Capital Budget is funded by a number of anticipated grants. Sources include federal grants from the Federal Transit Administration, state grants from the Washington State Office of Regional Mobility and other grant or contract sources such as Sound Transit, a regional service provider. Grant funding sources are estimated to provide \$18,755,519 for capital funding in 2009, or 28% of the total budgeted revenue.

The Agency maintains a local reserve for capital expenditures in accordance with policy which states the minimum amount of the capital reserve will be set at a level equal to ten percent of the six-year average annual capital expenditures and fifty percent of the average annual grant funding programmed in the Six-Year Financial Plan. This reserve has been set at this level to enable the Agency to respond to urgent unanticipated capital expenditure requirements as well as to protect Pierce Transit from the uncertainty of federal and state grant funding. Use of capital reserves accounts for \$30,699,903 or 64%. Additional local funds are anticipated from bond debt in the amount of \$14 million or 29%. The remaining funding comes from transfers of \$2,500,000 from operating funds or 5% and interest at \$761,622 or 2%.



2009 CAPITAL BUDGET INTRODUCTION

The 2009 Capital Budget is responsive to customer's needs and includes the following categories:

Revenue Vehicles – 6%

Provide customers a comfortable and reliable mode of transportation

Passenger Facilities – 30%

Serve as the front door to the transit system

Base Facilities – 29%

Support the growth of the agency

Technology – 29%

Improve information and services to the public

Other – 6%

Maintain equipment

How It's Presented

The following pages include budget and project information by category for the six-year planning horizon. Information about priorities and objectives is included, as well as category highlights, budget overview, major changes from the 2008 Budget, sources of funding, and operating budget impact. Lists also show the total 2009 capital projects and the projects sorted by replacement and expansion for the six-year planning period.

	Carryover	New	Total
Revenue Vehicles			
(Bus PLUS - 5 replacement, Vanpool - 64 replacement, Shuttle Vehicles - 28 replacement)	\$ -	\$ 4,406,960	\$ 4,406,960
Passenger Facilities and Amenities			
(Parkland Transit Center, Peninsula Park and Ride Project, Study of Tacoma Community College Transit Center)	19,197,167	1,151,830	20,348,997
Base Facilities			
(Base master plan for facility condition and efficiency, replacements related to safety and security)	15,459,245	3,571,906	19,031,151
Technology			
(Mobile Communications System, Regional Fare Integration)	16,937,775	2,092,101	19,029,875
Other			
(Support vehicles, maintenance equipment, Downtown Tacoma Signal Priority Project)	2,866,773	1,033,287	3,900,060
	<u>\$ 54,460,960</u>	<u>\$ 12,256,084</u>	<u>\$ 66,717,044</u>

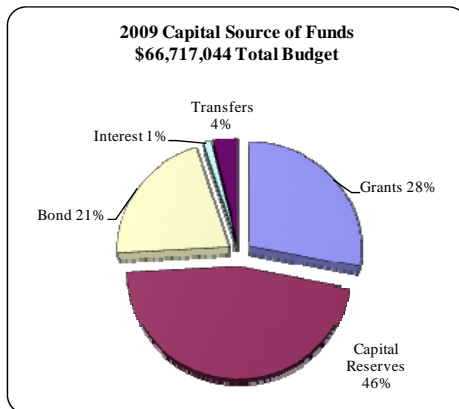


2009 CAPITAL BUDGET REVENUE

In brief:

The Capital Budget Summary by revenue category includes Federal, State, Other and Local fund sources.

	2009 Budget
Federal	
(5307 Earned Share, Flex Funds Regional, Flex Funds Countywide, 5309 Earmarks, 5208 ITS, Homeland Security)	\$ 8,604,714
State	
(Regional Mobility)	4,300,000
Other	
(Sound Transit)	5,850,804
Local	
(Capital Reserves, Bonds, Interest, Transfers)	47,961,526
	<u>\$ 66,717,044</u>



Revenue

The 2009 Capital Budget is funded by a number of anticipated grants. Grant funding sources are estimated to provide \$18,755,519 for capital funding in 2009, or twenty-eight percent of the total budgeted revenue. The remaining funding is from local funds.

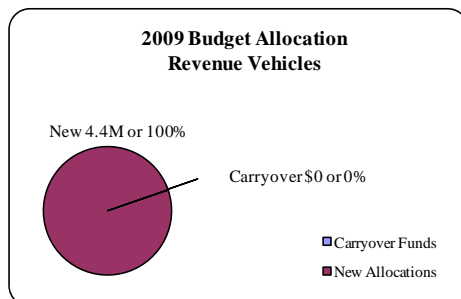
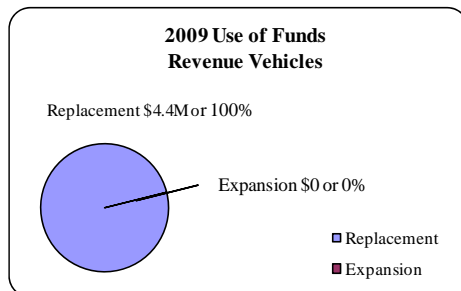
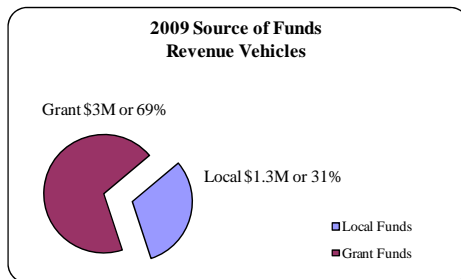
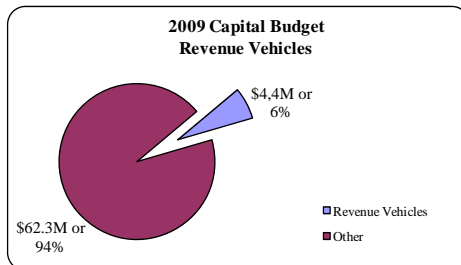
Source of Funds	Budget Line No.	Project Name	Project No.	2009 Budget
FEDERAL				
5307 Earned Share	1	Building 4 Expansion	167	\$ 592,583
	53	Vanpool Replacement 2009	295	1,368,499
Flex Funds Regional	43	Downtown Tacoma TSP II	284	2,555,802
Flex Funds Countywide	3	Parkland Transit Center	170	552,964
	4	Peninsula Park & Ride Ph. I	171	961,403
5309 Earmarks	1	Building 4 Expansion	167	1,942,653
5208 ITS	10	Regional Fare Integration	197	268,036
Homeland Security	30	Physical Security Enhancements - CCTV	260	362,774
Subtotal - Federal Grants				<u>8,604,714</u>
STATE				
Regional Mobility	4	Peninsula Park & Ride Ph. I	171	2,000,000
	26	Peninsula Park & Ride Ph. II	249	2,300,000
Subtotal - State Grants				<u>4,300,000</u>
OTHER				
Sound Transit	1	Building 4 Expansion	167	1,295,755
	8	Mobile Communications	193	990,000
	10	Regional Fare Integration	197	1,588,679
	13	South Base Capacity	217	444,575
	11	Main Base Capacity	218	460,198
	15	96th Street Frontage & Gate	219	78,487
	27	Auto Facility Expansion	251	993,110
Subtotal - Other Grants				<u>5,850,804</u>
LOCAL				
Capital Reserves		All Remaining		30,699,904
Bonds	4	Peninsula Park & Ride Ph. I	171	14,000,000
Interest		All Remaining		761,622
Transfers		All Remaining		2,500,000
Subtotal - Local Funds				<u>47,961,526</u>
TOTAL ALL SOURCES				<u><u>\$ 66,717,044</u></u>





2009 CAPITAL BUDGET REVENUE VEHICLES

In brief:



Introduction: Revenue Vehicles

The Federal Transit Administration (FTA) has subdivided the vehicle category into non-revenue and revenue vehicles. Non-revenue vehicles, including maintenance vehicles, Agency trucks, and automobiles are included in the Other category of the Capital Budget. Revenue vehicles are considered those vehicles used in the transportation of passengers for revenue service. For Pierce Transit this category consists of buses and vans which are further described as to type in the Highlights section below.

Pierce Transit currently operates a fleet of 195 buses, 100 Specialized Transportation (SHUTTLE) vehicles, 20 BusPLUS vehicles, and 326 vanpool vans. Revenue vehicles are replaced on a regular cycle. The replacement schedule meets or exceeds Federal Transit Administration requirements that a vehicle not be taken out of service prior to the completion of its useful life.

Local fixed route bus service is provided on 48 routes (including BusPLUS). All of this service is wheelchair accessible. Fixed route buses also provide express commuter service to locations in Pierce, King and Thurston counties.

The current fleet of 195 buses (excludes Sound Transit vehicles) is powered by compressed natural gas (CNG). Buses are replaced on a regular schedule that varies somewhat based on the age of the CNG tank. Newer CNG tanks have a longer useful life than older tanks. With recent purchases, the average age of the Pierce Transit fleet is 6.2 years.

At present, the fleet consists of thirty 30-foot buses and one hundred sixty-five 40-foot buses. One hundred eighty buses are low floor buses with ramps, and fifteen have lifts. All buses are 100% wheelchair accessible. The 30-foot buses are deployed on routes appropriate to their size and have greater maneuverability.



2009 CAPITAL BUDGET REVENUE VEHICLES



Future bus replacement plans will continue to focus on the use of clean fuels and the Agency will study alternatives to CNG to diversify the fleet.

Beginning in September 2003, Pierce Transit initiated a new service category called BusPLUS. BusPLUS routes generally combine some features of both fixed route services and demand-responsive services. This service was initially provided using older SHUTTLE vehicles that were painted and outfitted for this new hybrid type of service. New BusPLUS vehicles were ordered in 2005. The current fleet consists of 20 vehicles. Routine replacement occurs on the basis of seven years or 200,000 miles. No expansion of the fleet is planned at this time.



Pierce Transit's SHUTTLE program provides Americans with Disabilities Act (ADA) paratransit service to individuals who are not able to utilize Pierce Transit's fixed route services. Using lift equipped vans; SHUTTLE provides a door-to-door service that is comparable to fixed route service in a geographic area and hours of service within each area. The current fleet consists of 100 vans. Routine replacement occurs on the basis of seven years or 200,000 miles. No expansion of the fleet is planned at this time.

The vanpool program complements Pierce Transit's network of local and express services, providing commute alternatives to many destinations that cannot be effectively served by fixed route services. A vanpool is a group of 5 to 15 people sharing a ride in a 7, 8, 12, or 15-passenger van. The vanpool program also administers a special use van program which provides vehicles to local communities and organizations as a way of meeting their specialized transportation needs. The current fleet consists of 326 vans. Routine replacement occurs on the basis of six years or 100,000 miles. No expansion of the fleet is planned at this time.



2009 CAPITAL BUDGET REVENUE VEHICLES

Priorities and Objectives

The guiding objective for the Revenue Vehicles Capital Budget is the provision of quality and reliable services to our customers and community.

This capital category supports the following strategic goals of the Agency:

- A safe and attractive system that draws riders
- A system that is efficient and fiscally responsible
- A continued commitment to green technologies and strategies that respond to climate change

Regular replacement of aging vehicles is planned to meet FTA guidelines, ensure reliability and customer comfort, and contain maintenance costs. New vehicles incorporate new technology that improves vehicle reliability and the customer riding experience. By adhering to both economic, as well as technological replacement guidelines, Pierce Transit ensures that the latest advancements in decreased emissions and fuel efficiencies are being regularly added to the fleet. We regularly consult with our customers to ensure that during the replacement process new equipment is purchased which truly meets the needs of the customer.

As demand for our service grows, and growth throughout Pierce County creates unprecedented levels of traffic congestion and travel delays, Pierce Transit is experiencing the need to expand the number of vehicles in our fleet to meet improvements in schedule, maintenance and recovery time for our vehicle network. However, due to the current economic climate, no expansion of service or vehicles is planned.



2009 CAPITAL BUDGET REVENUE VEHICLES

Highlights

Fixed-route Buses: In 2008, Pierce Transit took delivery of eleven expansion buses bringing the fleet to 195 buses. Regular replacement occurs on a 14 year or 500,000 mile cycle.

Planned Bus Orders (Assumes delivery will follow approximately 18 months later)

	2009	2010	2011	2012	2013	2014
Replacement Buses	0	15	30	15	21	0
Expansion Buses	0	0	0	0	0	0

SHUTTLE Vehicles: In 2009, Pierce Transit will replace twenty-six SHUTTLE vehicles. Regular replacement occurs on a 7 year or 200,000 mile cycle.

Planned SHUTTLE Orders (Assumes delivery will follow approximately 12 months later)

	2009	2010	2011	2012	2013	2014
Replacement Vehicles	26	24	0	36	14	0
Expansion Vehicles	0	0	0	0	0	0

BusPLUS Vehicles: Ten new BusPLUS vehicles were delivered in 2005. Replacement of this fleet is on a 7 year or 200,000 mile cycle.

Planned BusPLUS Orders (Assumes delivery will follow approximately 12 months later)

	2009	2010	2011	2012	2013	2014
Replacement Vehicles	5	5	0	5	5	3
Expansion Vehicles	0	0	0	0	0	0





2009 CAPITAL BUDGET REVENUE VEHICLES

Vanpool Vans: The major focus for vanpool expenditures for the next six years is the replacement of existing vans. Vanpool vans are replaced on a 6 year or 100,000 mile cycle

Planned Vanpool Orders

	2009	2010	2011	2012	2013	2014
Replacement Vans	64	59	59	44	64	30
Expansion Vans	0	0	0	0	0	0

Budget Overview

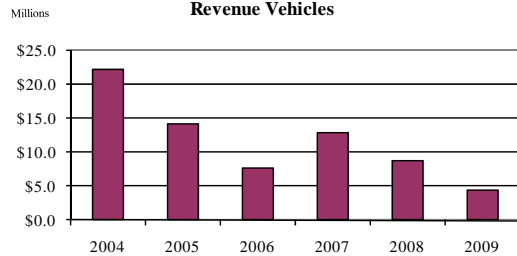
The budget for revenue vehicles for 2009 is \$4,406,960 and accounts for approximately 6% of the total 2009 Capital Budget. The entire budget will be spent on routine replacement of vehicles that have reached the end of their useful life.

At first glance, a snapshot of the Revenue Vehicle Capital Budget history for 2004 to 2009 shows the amount for 2009 to be significantly low. The drastic changes from year to year are influenced almost entirely by the need to replace and/or expand the bus fleet based on the more expensive unit cost of vehicles of this type. Due to current economic conditions there is no expansion of service planned for the 2009 – 2014 Six-Year Financial Plan; therefore no additional revenue vehicles are planned. Additionally, based on current planned usage, no buses are scheduled to reach the end of their useful life until 2010, thus the lower budget for 2009.

As a matter of policy, Pierce Transit budgets funds in the year in which the Agency anticipates entering a contract for service or acquisition. This generally results in funds that carryover since most revenue vehicles must be ordered 12-18 months before delivery.

The Six-Year Capital Plan for 2009 to 2014 reflects no expansion for any year and very few vehicles due for replacement in 2014. The peak of the plan is in 2011 when 30 replacement buses will be ordered.

**Capital Budget History
Revenue Vehicles**





2009 CAPITAL BUDGET REVENUE VEHICLES

Major Changes from 2008 Budget

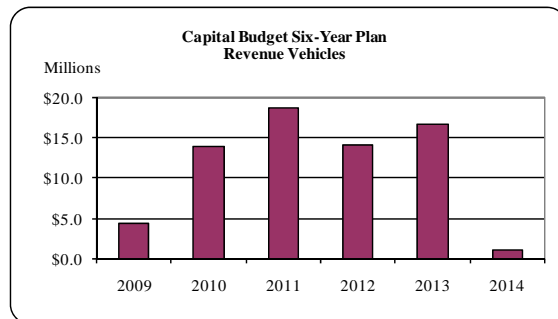
The major change in this category of expenditures for 2009 is no purchase of expansion revenue vehicles is planned. This impacts all modes of service and is strictly due to the downturn in the economy and therefore, sales tax collections, which Pierce Transit is dependent on.

Sources of Funding

It is anticipated that grant funds from the Federal Transit Administration will be used for 69% or just over \$3 million of the 2009 Budget. The remainder, 31% or \$1.3 million will come from local capital reserves. The Agency will seek grant funding for 2010 – 2014 from the Federal Transit Administration, as well as other potential sources, to aid in the replacement of vehicles.

Operating Budget Impact

There are no new operating costs or FTEs proposed for 2009. Replacing vehicles on schedule results in containment of costs due to lower cost of maintaining newer vehicles and the technological advances found in new vehicles which provide greater fuel efficiency and generate less carbon emissions. Labor costs are contained for breakdowns, allowing available labor hours to be spread across a greater number of vehicles thus increasing efficiency and requiring fewer FTEs.





**2009 PROJECT INFORMATION
REVENUE VEHICLES**

Budget Line #				Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2008 YE Estimated Expenditures	<u>2009 Project Budget</u>			<u>2009 Project Funding</u>		
	<u>1</u>	<u>2</u>	<u>3</u>						2008 Carryover Amount	New 2009 Amount	Total 2009 Annual Budget	Local	Grant	Grant Description
53	R	R	A	<u>Vanpool Replacement 2009</u> Purchase 64 vehicles to maintain current replacement plan of 6 years or 100,000 miles.	295	\$ 1,677,005	\$ -	\$ -	\$ -	\$ 1,677,005	\$ 1,677,005	\$ 308,506	\$ 1,368,499	Federal - FTA Grant 95-X020 5307 Formula
54	R	R	A	<u>Shuttle Replacement 2009</u> Purchase 26 vehicles to maintain current replacement plan of 7 years or 200,000 miles.	296	2,242,189	-	-	-	2,242,189	2,242,189	2,242,189	-	n/a
55	R	R	A	<u>BusPLUS Replacement 2009</u> Purchase 5 vehicles to maintain current replacement plan of 7 years or 200,000 miles.	297	487,765	-	-	-	487,765	487,765	487,765	-	n/a
TOTAL						\$ 4,406,960	\$ -	\$ -	\$ -	\$ 4,406,960	\$ 4,406,960	\$ 3,038,461	\$ 1,368,499	

1 Column 1 identifies Project Class: R=Replacement E=Expansion

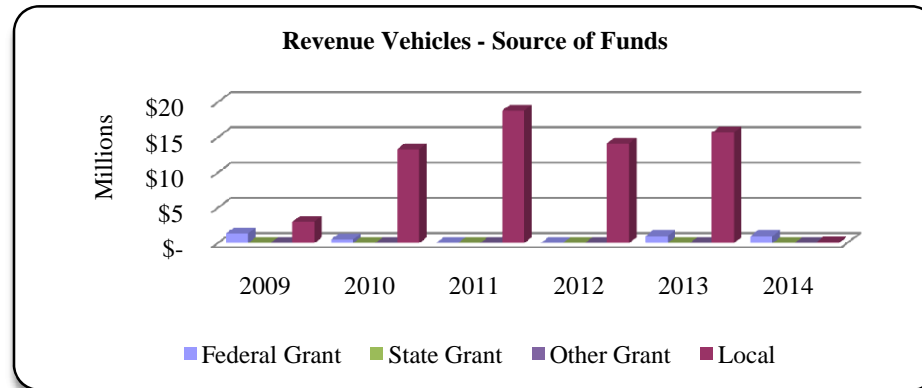
2 Column 2 identifies Project Category: R=Revenue Vehicles B=Base Facilities P=Passenger Facilities T=Technology O=Other

3 Column 3 identifies Project Type: A=Acquisition P=Planning C=Construction



**2009 - 2014 SIX-YEAR CAPITAL PLAN - SOURCE OF FUNDS
REVENUE VEHICLES**

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Total</u>
<u>Federal</u>							
Federal Transit Administration							
Section 5307 Formula - Earned Share	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 2,000,000
Section 5307 Competitive	1,368,499	515,525	-	-	-	-	1,884,024
Flex Funds - Regional	-	-	-	-	-	-	-
Flex Funds - Countywide	-	-	-	-	-	-	-
Earmark	-	-	-	-	-	-	-
Total Federal Funds	1,368,499	515,525	-	-	1,000,000	1,000,000	3,884,024
<u>State</u>							
Washington State Dept. of Transportation							
Regional Mobility	-	-	-	-	-	-	-
Vanpool Investment Program	-	-	-	-	-	-	-
Total State Funds	-	-	-	-	-	-	-
<u>Other</u>							
Sound Transit	-	-	-	-	-	-	-
Total Other Funds	-	-	-	-	-	-	-
<u>Local</u>							
Pierce Transit Capital Reserves	3,038,460	13,341,688	18,806,120	14,159,975	15,674,176	160,169	65,180,589
Total Local Funds	3,038,460	13,341,688	18,806,120	14,159,975	15,674,176	160,169	65,180,589
Total All Funds	\$ 4,406,959	\$ 13,857,213	\$ 18,806,120	\$ 14,159,975	\$ 16,674,176	\$ 1,160,169	\$ 69,064,613





**2009 - 2014 SIX-YEAR CAPITAL PLAN - USE OF FUNDS
REVENUE VEHICLES**

USE OF FUNDS BY PROJECT

Replacement

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Total</u>
Bus	\$ -	\$ 8,223,600	\$ 16,761,680	\$ 8,948,160	\$ 13,007,280	\$ -	\$ 46,940,720
SHUTTLE	2,242,189	2,152,685	-	3,526,105	1,439,830	-	9,360,810
BusPLUS	487,765	507,329	527,621	554,523	581,703	348,969	3,007,910
Vanpool	1,677,005	2,973,600	1,516,819	1,131,187	1,645,363	811,200	9,755,174
Subtotal Replacement	4,406,960	13,857,213	18,806,120	14,159,975	16,674,176	1,160,169	69,064,614

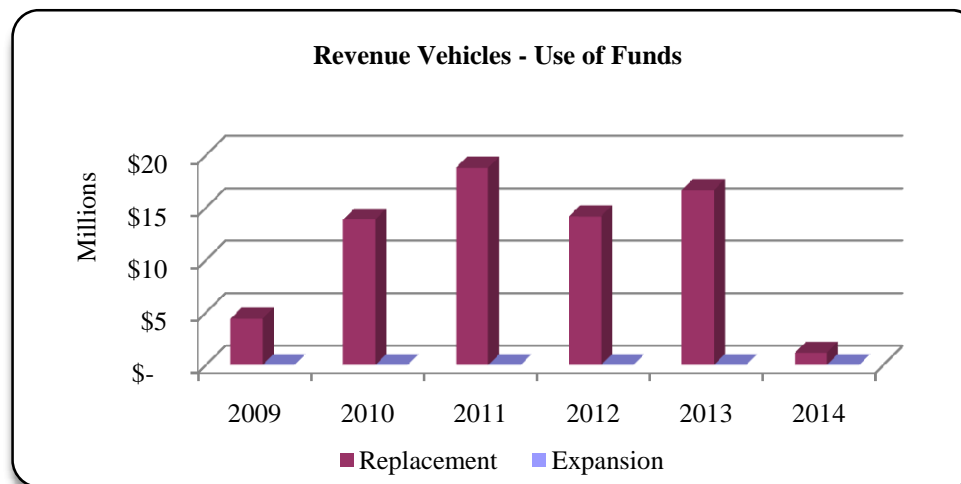
Expansion

NONE

Subtotal Expansion

Total Use of Funds

	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	\$ 4,406,960	\$ 13,857,213	\$ 18,806,120	\$ 14,159,975	\$ 16,674,176	\$ 1,160,169	\$ 69,064,614

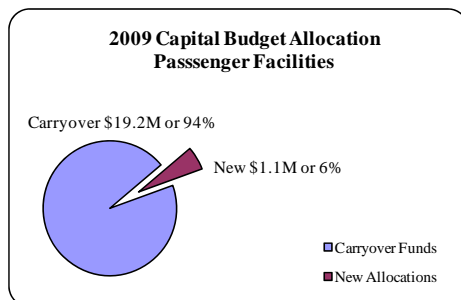
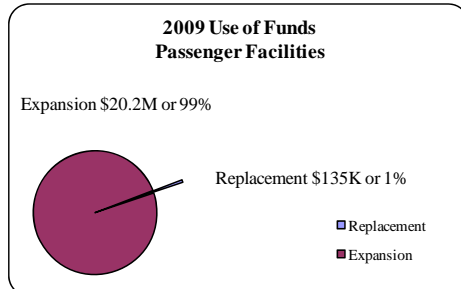
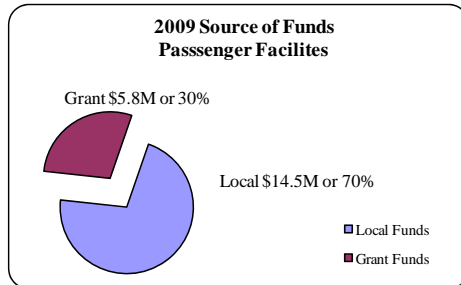
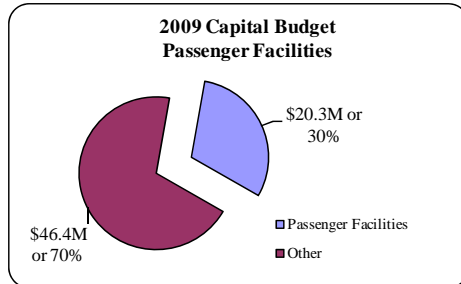






2009 CAPITAL BUDGET PASSENGER FACILITIES

In brief:



Introduction: Passenger Facilities

Pierce Transit operates a network of six transit centers, where several routes connect with conveniently coordinated transfer opportunities. Each facility offers sheltered waiting areas, and most are located near a major community activity center. The Commerce Connections facility in Downtown Tacoma provides a central focus for transit activity and includes layover space that is used by Pierce Transit, Sound Transit, and Intercity Transit vehicles.

Pierce Transit also operates a network of park-and-ride facilities that are located throughout Pierce County. At year's end there were 5,856 parking spaces provided, a majority at facilities owned and operated by the Agency. On average, about 79% of the county's park-and-ride capacity is occupied on any given weekday.

The 2009 Budget includes projects to update and maintain passenger facilities. Improvements include new amenities, increasing shelter areas, improving bus loading areas and pedestrian access. One new park-and-ride facility, to be located on the Gig Harbor Peninsula, is included in the 2009 Budget. The need for this project was anticipated in the environmental work for the second Tacoma Narrows Bridge which opened in 2007. The Peninsula Park-and-Ride will have a positive impact on the efficiency and capacity of the new Tacoma Narrows Bridge.

Priorities and Objectives

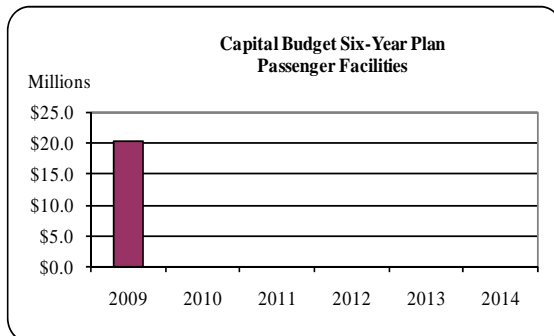
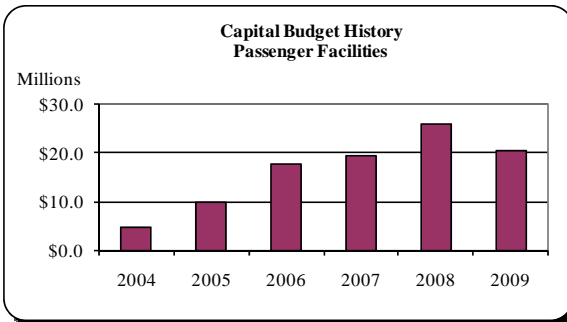
The guiding objective for Passenger Facilities is to provide safe, secure and functional facilities that promote efficient transit use by our customers.

This capital category supports the following strategic goals of the Agency:

- A safe and attractive system that draws riders
- Services that benefit the community and are embraced by our citizens
- Effective and innovative services that respond to change and growth
- A system that is efficient and fiscally responsible



2009 CAPITAL BUDGET PASSENGER FACILITIES



Highlights

Peninsula Park-and-Ride: Planning continues for the Peninsula Park-and-Ride which is located on the west side of SR-16, south of Wollochet Drive on the Gig Harbor Peninsula. The overall project will include a park-and-ride lot accommodating up to 250 vehicles. The project will support increased fixed route bus and vanpool ridership. It will help reduce congestion and will increase the people carrying capacity of the new Tacoma Narrows Bridge. It will have a beneficial impact on air quality. Additionally, the project will support planning goals of the City of Gig Harbor and Pierce County, especially in linking communities on both sides of SR-16 with the new pedestrian bridge.

Parkland Transit Center: In 2003 Pierce Transit implemented Route 1 along the Pacific Avenue corridor, its first trunk route. In 2008 this route carried 2.5 million passengers. Capital improvements are planned at the Parkland Transit Center which supports Route 1.

Park-and-Ride Facilities: A study of the need for park-and-ride capacity commenced in 2007 and will be completed in 2009. The next phase of the study includes site identification in the Pacific Avenue corridor and transit signal priority review and technology improvements to support future park-and-rides along the same corridor.

Transit Center Study: Pierce Transit will undertake a study of the current location of the Tacoma Community College Transit Center. The transit center is located on property leased from the Tacoma Community College. The lease will expire in 2013.

Budget Overview

The budget for passenger facilities for 2009 is \$20,348,997 and accounts for approximately 30% of the total Capital Budget.

Ninety percent or \$19.1 million of this category results from unspent funds carried over from the prior fiscal year. As a matter of policy, Pierce Transit budgets funds in the year in which the Agency anticipates entering a contract for service or acquisition. The remaining

**2009 CAPITAL BUDGET
PASSENGER FACILITIES**



four percent or \$1.2 million is new funding added to continuing projects to recognize the increased cost of construction and materials.

Nearly all of the \$20.2 million or 99% of the budget in this category will be spent to increase capacity of the base facilities. The remaining amount of \$135,680 or 1% will go to replacement or remodel of existing facilities.

Major Changes from 2008 Budget

As seen in 2008, the 2009 Budget continues to reflect a scaled-back plan for passenger facilities due to the economic downturn. The emphasis is on planning for the future and budgeted funds are reserved for necessary repairs and a time when building is feasible.

Sources of Funding

The majority of the funding for passenger facilities projects for 2009, \$14.5 million or 70%, comes from local funds. Approximately \$5.8 million or 30% is planned from federal sources through the Federal Transit Administration, as well as State funding through the Office of Regional Mobility.

Operating Budget Impact

There are no planned operating cost increases as a result of the passenger facilities projects in 2009 as the significant projects are in the design and property acquisition stages.

In the future, there will be increases to maintain the new Peninsula Park-and-Ride estimated as follows:

- Approximately \$25,000 per year ongoing maintenance operating costs.
- Maintenance staff of .1 FTE and custodian staff of .5 FTE for a projected six year cost of \$70,000.



**2009 PROJECT INFORMATION
PASSENGER FACILITIES**

									<u>2009 Project Budget</u>			<u>2009 Project Funding</u>		
Budget Line #	<u>1</u>	<u>2</u>	<u>3</u>	Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2008 YE Estimated Expenditures	2008 Carryover Amount	New 2009 Amount	Total 2009 Annual Budget	Local	Grant	Grant Description
				<u>Park & Ride Study</u> Conduct study for park-and-ride-locations in mid-Pierce County area.	169	\$ 309,000	\$ 32,010	\$ 276,990	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
2	E	P	P	<u>Parkland Transit Center</u> Design and construct improvements to pedestrian access, bus access, transit island, passenger shelters, security, lighting and signage.	170	948,048	115,371	100,000	691,205	41,472	732,677	179,713	552,964	Federal - FTA Grant 90-X311
3	E	P	C	<u>Peninsula Park & Ride Phase I</u> Design and construct new park and ride facility including parking stall and pedestrian bridge access.	171	14,064,253	3,971,018	775,909	8,789,930	527,396	9,317,326	6,355,923	2,961,403	Federal - FTA Grant 90-X008 State - WSDOT Regional Mobility Grant GCA4937
4	E	P	C	<u>121st Street Improvements</u> Design and construct pedestrian improvements to 121st Street between SR-7 and C Street, in the area of the Parkland Transit Center. Improvements include sidewalks, bike lanes and pedestrian lighting along with associated drainage facilities (curb, gutter, storm water management).	176	132,500	-	-	125,000	7,500	132,500	132,500	-	n/a
5	E	P	C	<u>Commerce Street Facility Improvements</u> Replace lights and light controls, and upgrade electrical network.	234	53,000	-	-	50,000	3,000	53,000	53,000	-	n/a
19	R	P	A	<u>Peninsula Park & Ride Phase II</u> Design, environmental documentation, and construction of an express bus in-line station in the median of SR-16.	249	10,030,925	52	58	9,463,033	567,782	10,030,815	7,730,815	2,300,000	State - WSDOT Regional Mobility GCA5263
26	E	P	C											



**2009 PROJECT INFORMATION
PASSENGER FACILITIES**

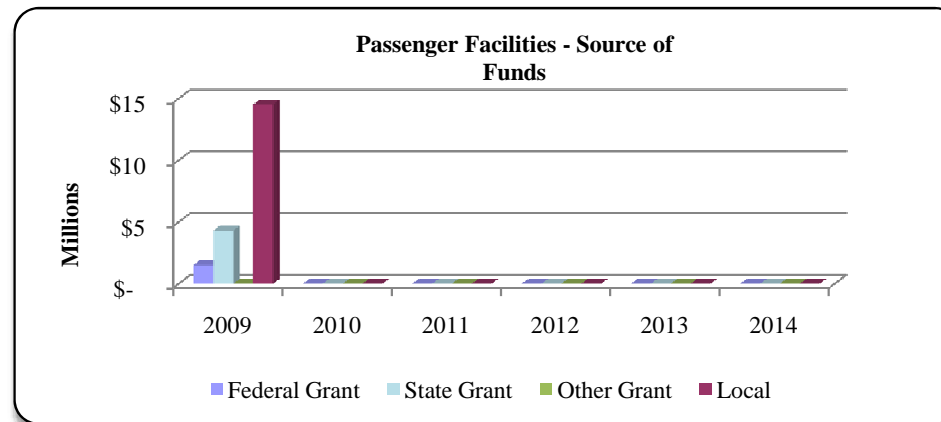
									<u>2009 Project Budget</u>			<u>2009 Project Funding</u>		
Budget Line #	<u>1</u>	<u>2</u>	<u>3</u>	Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2008 YE Estimated Expenditures	2008 Carryover Amount	New 2009 Amount	Total 2009 Annual Budget	Local	Grant	Grant Description
				Tacoma Community College Transit Ctr. Study										
				Conduct a study of the current location of the transit center and alternative locations. The lease for the transit center will expire in 2013.										
39	R	P	P		280	82,680	-	-	78,000	4,680	82,680	82,680	-	n/a
TOTAL						\$ 25,620,406	\$ 4,118,451	\$ 1,152,957	\$ 19,197,168	\$ 1,151,830	\$ 20,348,998	\$ 14,534,631	\$ 5,814,367	

- 1 Column 1 identifies Project Class: R=Replacement E=Expansion
2 Column 2 identifies Project Category: R=Revenue Vehicles B=Base Facilities P=Passenger Facilities T=Technology O=Other
3 Column 3 identifies Project Type: A=Acquisition P=Planning C=Construction



**2009 - 2014 SIX-YEAR CAPITAL PLAN - SOURCE OF FUNDS
PASSENGER FACILITIES**

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Total</u>
<u>Federal</u>							
Federal Transit Administration							
Section 5307 Formula - Earned Share	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Section 5307 Competitive	-	-	-	-	-	-	-
Flex Funds - Regional	-	-	-	-	-	-	-
Flex Funds - Countywide	1,514,367	-	-	-	-	-	1,514,367
Earmark	-	-	-	-	-	-	-
Total Federal Funds	1,514,367	-	-	-	-	-	1,514,367
<u>State</u>							
Washington State Dept. of Transportation							
Regional Mobility	4,300,000	-	-	-	-	-	4,300,000
Vanpool Investment Program	-	-	-	-	-	-	-
Total State Funds	4,300,000	-	-	-	-	-	4,300,000
<u>Other</u>							
Sound Transit	-	-	-	-	-	-	-
Total Other Funds	-	-	-	-	-	-	-
<u>Local</u>							
Pierce Transit Capital Reserves	534,631	-	-	-	-	-	534,631
Bonds	14,000,000	-	-	-	-	-	14,000,000
Total Local Funds	14,534,631	-	-	-	-	-	14,534,631
Total All Funds	\$ 20,348,998	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,348,998





**2009 - 2014 SIX-YEAR CAPITAL PLAN - USE OF FUNDS
PASSENGER FACILITIES**

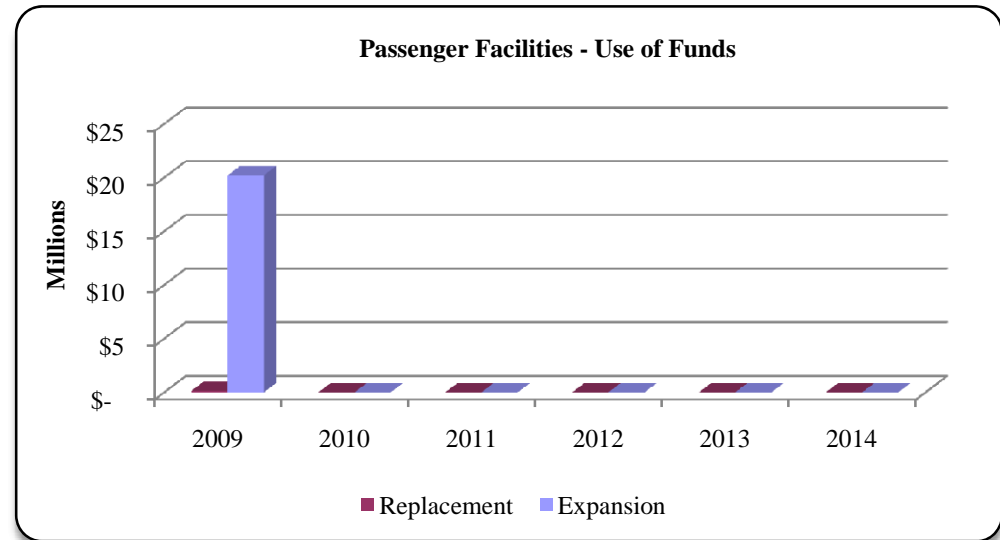
USE OF FUNDS BY PROJECT

Replacement

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Total</u>
Commerce Street Facility Improvements	\$ 53,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 53,000
Tacoma Community College Transit Center Study	82,680	-	-	-	-	-	82,680
Subtotal Replacement	135,680	-	-	-	-	-	135,680

Expansion

Park & Ride Study	-	-	-	-	-	-	-
Parkland Transit Center	732,677	-	-	-	-	-	732,677
Peninsula Park & Ride Phase I	9,317,326	-	-	-	-	-	9,317,326
121st Street Improvements	132,500	-	-	-	-	-	132,500
Peninsula Park & Ride Phase II	10,030,815	-	-	-	-	-	10,030,815
Subtotal Expansion	20,213,318	-	-	-	-	-	20,213,318
Total Use of Funds	\$ 20,348,998	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,348,998

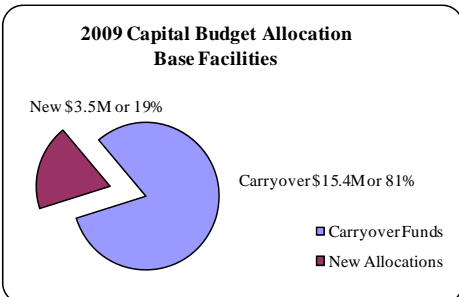
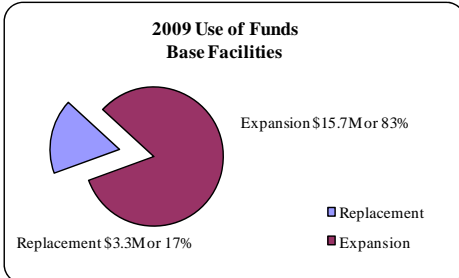
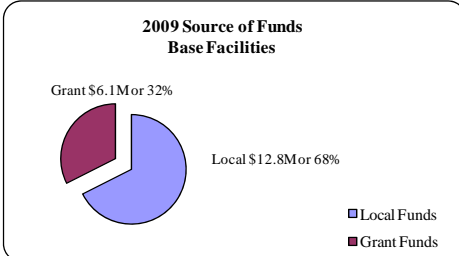
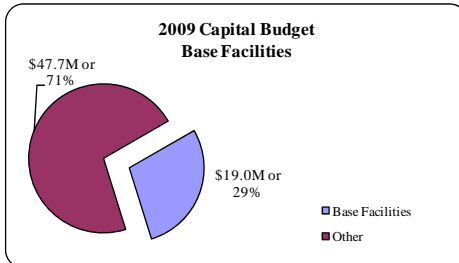






2009 CAPITAL BUDGET BASE FACILITIES

In brief:



Introduction: Base Facilities

The Agency headquarters facility is located at 3701 96th Street SW in Lakewood, Washington.

The main site, identified as North Base or Main Base, is a 20-acre site that houses most of the Agency's maintenance, operations, and administrative functions. It includes a 42,000 square-foot administrative building that houses the majority of Pierce Transit's office functions and the operations dispatch function. The maintenance buildings on the west and north end of the site provide bus and automotive maintenance space, office space, and a fuel and wash facility. Although relatively new by industry standards (constructed in the mid-1980s), the existing Pierce Transit facilities are at or above capacity and struggle to accommodate current demands.

The secondary site, identified as South Base, is an 11.5 acre site located across the street from the Main Base. Approximately five acres of the 11.5 acre site is developed. It currently functions as an employee and (inactive) fleet parking area and includes a 26,500 square-foot Training/Administration building, constructed in 2005. The southern undeveloped portion of the site contains a pond which currently receives storm water from the developed portion of the site. This portion of the site will become developable when a storm water treatment and infiltration facility is constructed.

The original Main Base facilities were designed to accommodate a fleet of about 200 fixed route buses. Creative efforts and expansion projects have allowed Pierce Transit to continue to operate quality transit service as the service outgrows the current facility. The facility now supports more than 250 Sound Transit and Pierce Transit buses, plus vanpool, BusPLUS, Specialized Transportation (SHUTTLE), and support vehicles. Pierce Transit has decided to move forward with flexible, phased improvements to the Main Base and the South Base sites.



2009 CAPITAL BUDGET BASE FACILITIES



The Pierce Transit Base Capacity Improvement Master Plan 2006-2015 was developed during 2006 with City of Lakewood approval December 2006. This plan will be updated in 2009 based on an in-depth needs assessment to ensure that any capital investment in the base serves the Agency into the future. This plan will guide the Agency in addressing capacity issues while remaining compact.

Priorities and Objectives

The guiding objective for the Base Facilities Capital Budget is providing and maintaining facilities that are adequate to ensure efficient, economic, day-to-day operation of providing service to our customers across all modes of service.

This capital category supports the following strategic goals of the Agency:

- A system that is efficient and fiscally responsible
- Services that benefit the community and are embraced by our citizens
- Effective and innovative services that respond to change and growth
- A commitment to green technologies and strategies that respond to climate change

Highlights

Physical Security Enhancements: A project is underway that provides the purchase and installation of closed circuit television cameras at various locations that have been identified in need of this level of security. The signal from these cameras will be transmitted to a single location to provide live viewing by on-duty security.

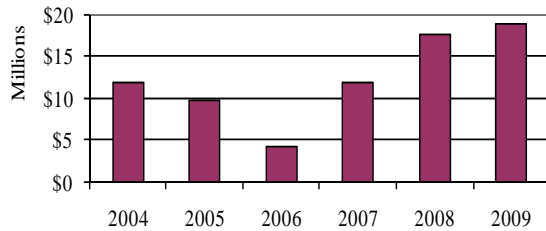
Base Capacity: A new master planning effort commenced in 2008 involving an in-depth needs assessment to ensure that any capital investment in the base will service Agency well in the future. Incremental expansion to base facilities is being undertaken for a variety of projects. Most of the projects are a continuation of work carried over from the 2008 Budget.



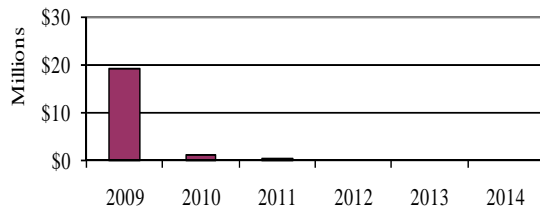


2009 CAPITAL BUDGET BASE FACILITIES

Capital Budget History
Base Facilities



Capital Budget Six-Year Plan
Base Facilities



Improvements include such work as the completing the replacement of the underground bus hoists in the maintenance building, installation of a new unleaded fuel vapor recovery system, base light retrofit, replacement and/or rebuilding compressors, heaters, and HVAC units. Additional funds are earmarked for expansion of the base facilities.

Budget Overview

The budget for base facilities for 2009 is \$19,031,151 and accounts for approximately twenty-nine percent of the total Capital Budget.

Eighty-one percent or \$15.4 million of the budget results from unspent funds carried over from the prior fiscal year. As a matter of policy, Pierce Transit budgets funds in the year in which the Agency anticipates entering a contract for service or acquisition. The other \$3.5 million or nineteen percent is new funding primarily for the construction of base facility improvements.

Eighty-three percent or \$15.7 million of the budget in this category will be spent to increase capacity of the base facilities. The remaining seventeen percent or \$3.3 million will go to replacement or remodel of existing facilities.

Major Changes from 2008 Budget

There is very little difference between the 2008 and 2009 Budget. In 2009 the Agency incremented the values for ongoing projects to keep pace with rising construction and materials costs.



2009 CAPITAL BUDGET BASE FACILITIES

Sources of Funding

The majority of the funding for base facilities projects for 2009, \$12.9 million or sixty-eight percent, comes from local funds. Approximately \$6.2 million or thirty-one percent is planned from grants including Sound Transit participation in the base expansion projects, federal funding from the Transit Security Grant Program through Homeland Security, as well as the Federal Transit Administration.

Operating Budget Impact

There are no planned operating cost increases as a result of the base facilities projects in 2009 as the significant projects are in the planning/review stage.

In the future, there will be increases to maintain expanded base facilities estimated as follows:

- \$1 million in maintenance equipment, telecommunications, information technology, utilities, and supplies for the first year of the proposed automotive facility.
- \$50,000 per year, or \$300,000 for six years, for ongoing maintenance and operating costs such as heating for auto bays, electricity, janitorial services, refuse, sewer and water for the proposed automotive facility.
- One to one and a half new FTE maintenance/custodian positions for a six year total of approximately \$400,000 for expanded base facilities operating costs.



**2009 PROJECT INFORMATION
BASE FACILITIES**

					<u>2009 Project Budget</u>			<u>2009 Project Funding</u>		
Budget Line #	<u>1</u> <u>2</u> <u>3</u>	Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2008 YE Estimated Expenditures	2008 Carryover Amount	New 2009 Amount	Total 2009 Annual Budget	Local Grant Grant Description
<u>Building 4 Expansion</u>										
Construction of 12,000-15,000 additional square feet of operator's lobby and offices.										
1	E B C		167	\$ 7,721,157	\$ 376,703	\$ -	\$ 6,928,730	\$ 415,724	\$ 7,344,454	Federal - FTA Grant 90-X248 Federal - FTA Grant 03-0221 Other - Sound Transit Base
<u>South Base Capacity</u>										
Development of a new/revised storm water management facility in the southeast corner of the site to handle drainage from the entire site and create additional 3.8 acres of developable land. Clearing/grading and paving of a portion of the currently undeveloped pond area for additional parking.										
13	E B C		217	1,882,064	211,354	99,878	1,481,917	88,915	1,570,832	1,126,257 444,575 Other - Sound Transit Base
<u>Main Base Capacity</u>										
Remove fencing and landscaping between bus parking area and admin access/parking area. Eliminate existing driveway access to the rear employee automotive parking area to gain space for fleet parking. Expand existing visitor parking area on the south side of the admin building from 12 to 26 spaces. Improve existing driveway connecting the admin parking lot to 94th Street SW as an entrance for delivery vehicles and exit for the admin parking lot. Pavement replacement and repair would be added to the existing Admin lot to accommodate larger/heavier vehicles.										
14	E B C		218	1,796,731	55,699	115,000	1,533,992	92,040	1,626,032	1,165,834 460,198 Other - Sound Transit Base



**2009 PROJECT INFORMATION
BASE FACILITIES**

										<u>2009 Project Budget</u>			<u>2009 Project Funding</u>		
Budget Line #	<u>1</u>	<u>2</u>	<u>3</u>	Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2008 YE Estimated Expenditures	2008 Carryover Amount	New 2009 Amount	Total 2009 Annual Budget	Local	Grant	Grant Description	
15	E	B	C	<u>96th Street Frontage & Gate</u> The project components include an ingress driveway – where the existing main driveway is located - off 96th street into Main Base will be improved to accommodate multiple busses within the throat of the driveway and allow space for multiple people to inspect the buses if necessary. The second driveway access will be new. It will be an egress only gate. Both driveway's will be equipped with a high-speed gate.	219	797,500	120,179	400,000	261,624	15,697	277,321	198,835	78,487	Other - Sound Transit Base	
17	R	B	A	<u>Bus Wash Replacement</u> Remove and dispose of existing system, including water recovery above ground storage tank. Install new system in existing Bus Wash in Bldg. 2.	232	450,000	234,364	215,636	-	-	-	-	-	n/a	
18	R	B	A	<u>Replace Underground Bus Shop Hoists</u> Existing hoists will be removed and piping capped and abandoned. Existing bays will have to be remodeled to accept the new hoists. New shallower but wider pits will be poured for the new in ground hoists. The new hoists are scissor lift units that can be adjusted to lift each size bus, 30 to 45 feet. Hydraulic fluid requirements in the new lifts are small and controls are ergonomic and operate in a joystick mode.	233	1,219,202	1,508	365,415	804,037	48,242	852,279	852,279	-	n/a	



**2009 PROJECT INFORMATION
BASE FACILITIES**

									<u>2009 Project Budget</u>			<u>2009 Project Funding</u>		
Budget Line #	<u>1</u>	<u>2</u>	<u>3</u>	Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2008 YE Estimated Expenditures	2008 Carryover Amount	New 2009 Amount	Total 2009 Annual Budget	Local	Grant	Grant Description
				<u>Building 1 Improvements</u> This project consists of a number of elements that will improve the efficiency, safety, and operational use of Building 1 including:-- Upgrading 11 fire door controllers (Safety Related), -- Add automated timecard system (Cost Savings), -- Reconfigure rail and stairs in inspection pits (Safety Related), -- Men's Locker room upgrade (End of Life), -- Install 5 new awnings on North side of building (Coverings for needed storage), -- Install new										
20	R	B	A	explosion proof lights in pits.	235	167,470	-	166	157,834	9,470	167,304	167,304	-	n/a
				<u>Paint Booth Personnel Lift</u> Install an air powered lift in one										
23	E	B	A	paint booth.	239	42,400	-	-	40,000	2,400	42,400	42,400	-	n/a
				<u>Auto Facility Expansion</u> Components include a approximately 10,000 square foot building, site work, new utility service tie-ins, revamp and restore South Base, additional parking and										
27	E	B	C	new maintenance equipment.	251	3,508,987	-	-	3,310,365	198,622	3,508,987	2,515,877	993,110	Other - Sound Transit Base
				<u>Waste Oil System Replacement</u> Decommission old tanks and lines. Install 5 new secondary containment tanks above ground inside the pits with new PVC gravity flow piping above ground to the new tanks. The new system will utilize existing drain trays in the										
29	R	B	C	pits for waste oil collection.	259	174,003	-	174,003	-	-	-	-	-	n/a



**2009 PROJECT INFORMATION
BASE FACILITIES**

										<u>2009 Project Budget</u>			<u>2009 Project Funding</u>		
Budget Line #	<u>1</u>	<u>2</u>	<u>3</u>	Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2008 YE Estimated Expenditures	2008 Carryover Amount	New 2009 Amount	Total 2009 Annual Budget	Local	Grant	Grant Description	
				<u>Physical Security Enhancements - CCTV</u> Install CCTV cameras at various locations that have been identified in need of this level of security. Transmit the signal from those cameras to the Tacoma Dome Station thus allowing for live viewing of those cameras by on-duty security personnel.	260	891,053	-	-	330,945	560,108	891,053	528,279	362,774	Federal - Homeland Security Grant E08-246 Federal - Homeland Security via Pierce County DEM	
				<u>Building 1 Locker Room</u> The existing space will have added lockers, painted walls, new flooring and shower fixtures, new lighting and ceiling panels.	281	180,200	-	-	170,000	10,200	180,200	180,200	-	n/a	
				<u>Unleaded Fuel Vapor Recovery System</u> Installation of a new piping system that would capture and put the escaping vapor back in the system.	282	49,608	-	-	46,800	2,808	49,608	49,608	-	n/a	
				<u>CNG Filter System</u> This work will consist of installing filter bodies and media to the delivery fuel line going into each of the 4 CNG compressors located at Building 3. In addition, filters will be installed between the CNG compressors and the fuel pumps. The project will require the purchase of 16 particulate filters in total to be installed at the CNG compressor station.	283	16,536	-	-	15,600	936	16,536	16,536	-	n/a	
				<u>Fabric Building</u> Purchase and install fabric building to create covered space for assembling bus stops.	286	103,244	-	-	97,400	5,844	103,244	103,244	-	n/a	
				<u>Base Master Plan</u> Conduct a facility needs assessment and develop a master plan to meet Agency space needs through the year 2030.	287	346,800	-	50,000	280,000	16,800	296,800	296,800	-	n/a	



**2009 PROJECT INFORMATION
BASE FACILITIES**

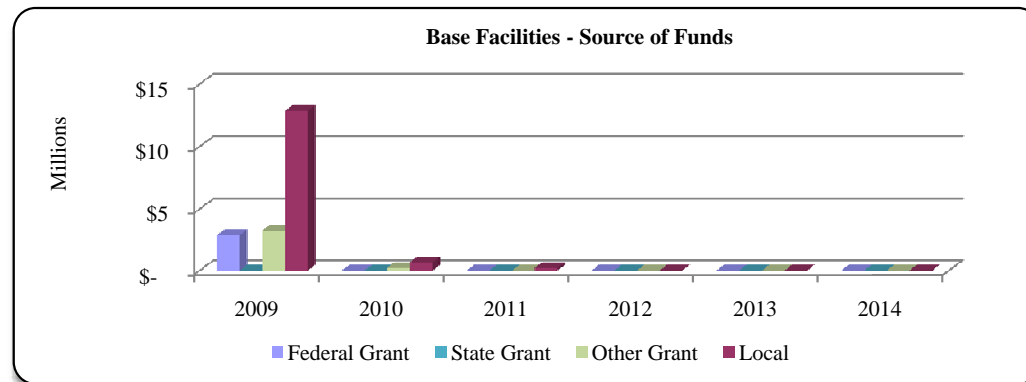
					<u>2009 Project Budget</u>			<u>2009 Project Funding</u>		
Budget Line #	<u>1</u> <u>2</u> <u>3</u>	Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2008 YE Estimated Expenditures	2008 Carryover Amount	New 2009 Amount	Total 2009 Annual Budget	Local Grant Grant Description
		<u>Base Light Retrofit</u> Replacement of the lot lighting with energy efficient fixtures for safety and security. New light fixtures offer a projected 50% energy savings and reduce the annual replacement cost of the metal halide bulbs. In addition, by going to a multiple bulb fixture, it reduces the possibility of a complete black out in the event a bulb should fail.	300	63,600	-	-	-	63,600	63,600	63,600 - n/a
58	R B A									
		<u>Building 1 Gas Heater</u> Rebuild and upgrade all burners and safety devices in the gas fired heaters located in Bldg. 1.	301	159,000	-	-	-	159,000	159,000	159,000 - n/a
59	R B A									
		<u>CNG Emergency Generator</u> Purchase a CNG powered emergency generator to supply power to the entire CNG system so no interruption to service would occur in the event of a power outage	302	530,000	-	-	-	530,000	530,000	530,000 - n/a
60	R B A									
		<u>Building 4 Mammoth HVAC Replacement</u> Replacement of the Mammoth HVAC unit on the Bldg 4 roof.	303	291,500	-	-	-	291,500	291,500	291,500 - n/a
61	R B A									
		<u>CNG Compressor Replacement</u> Replacement of the Knox Western CNG compressors that have reached the end of their service life, with a single, large capacity replacement.	304	1,060,000	-	-	-	1,060,000	1,060,000	1,060,000 - n/a
62	R B A									
TOTAL				\$ 21,451,055	\$ 999,807	\$ 1,420,098	\$ 15,459,244	\$ 3,571,906	\$ 19,031,150	\$ 12,861,016 \$ 6,170,135

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**2009 - 2014 SIX-YEAR CAPITAL PLAN - SOURCE OF FUNDS
BASE FACILITIES**

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Total</u>
<u>Federal</u>							
Federal Transit Administration							
Section 5307 Formula - Earned Share	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Section 5307 Competitive	592,583	-	-	-	-	-	592,583
Flex Funds - Regional	-	-	-	-	-	-	-
Flex Funds - Countywide	-	-	-	-	-	-	-
Earmark	1,942,653	-	-	-	-	-	1,942,653
Department of Homeland Security							
Transit Security Grant Program	287,774	-	-	-	-	-	287,774
Pierce County Dept. of Emergency Mgmt.	75,000	-	-	-	-	-	75,000
Total Federal Funds	2,898,010	-	-	-	-	-	2,898,010
<u>State</u>							
Washington State Dept. of Transportation							
Regional Mobility	-	-	-	-	-	-	-
Vanpool Investment Program	-	-	-	-	-	-	-
Total State Funds	-	-	-	-	-	-	-
<u>Other</u>							
Sound Transit	3,272,125	210,242	-	-	-	-	3,482,367
Total Other Funds	3,272,125	210,242	-	-	-	-	3,482,367
<u>Local</u>							
Pierce Transit Capital Reserves	12,861,015	675,837	208,227	-	-	-	13,745,080
Bonds	-	-	-	-	-	-	-
Total Local Funds	12,861,015	675,837	208,227	-	-	-	13,745,080
Total All Funds	\$ 19,031,150	\$ 886,079	\$ 208,227	\$ -	\$ -	\$ -	\$ 20,125,457

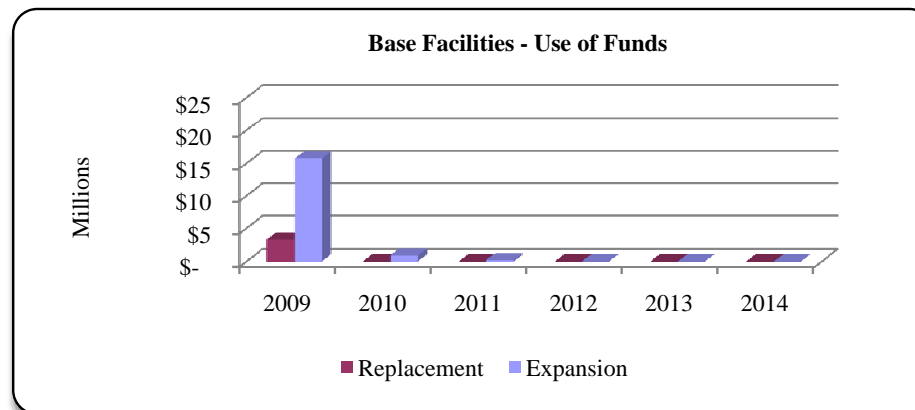




**2009 - 2014 SIX YEAR CAPITAL PLAN - USE OF FUNDS
BASE FACILITIES**

USE OF FUNDS BY PROJECT

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Total</u>
<u>Replacement</u>							
Replace Underground Bus Shop Hoists	\$ 852,279	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 852,279
Building 1 Improvements	167,304	-	-	-	-	-	167,304
Building 1 Locker Room	180,200	-	-	-	-	-	180,200
Base Light Retrofit	63,600	-	-	-	-	-	63,600
Bldg. 1 Gas Heater	159,000	-	-	-	-	-	159,000
CNG Emergency Generator	530,000	-	-	-	-	-	530,000
Bldg. 4 Mammoth HVAC Replacement	291,500	-	-	-	-	-	291,500
CNG Compressor Replacement	1,060,000	-	-	-	-	-	1,060,000
Subtotal Replacement	3,303,883	-	-	-	-	-	3,303,883
<u>Expansion</u>							
Building 4 Expansion	7,344,454	-	-	-	-	-	7,344,454
Physical Security Enhanc. - CCTV	891,053	185,273	208,227	-	-	-	1,284,552
Paint Booth Personnel Lift	42,400	-	-	-	-	-	42,400
100th Street Driveway, Gate & Frontage	-	700,807	-	-	-	-	700,807
South Base Capacity	1,570,832	-	-	-	-	-	1,570,832
Main Base Capacity	1,626,032	-	-	-	-	-	1,626,032
96th Street Frontage & Gate	277,322	-	-	-	-	-	277,322
Auto Facility Expansion	3,508,987	-	-	-	-	-	3,508,987
Base Master Plan	296,800	-	-	-	-	-	296,800
Fabric Building	103,244	-	-	-	-	-	103,244
Unleaded Fuel Vapor Recovery System	49,608	-	-	-	-	-	49,608
CNG Filter System	16,536	-	-	-	-	-	16,536
Subtotal Expansion	15,727,268	886,079	208,227	-	-	-	16,821,574
Total Use of Funds	\$ 19,031,151	\$ 886,079	\$ 208,227	\$ -	\$ -	\$ -	\$ 20,125,457

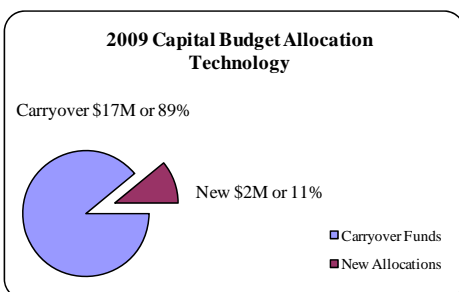
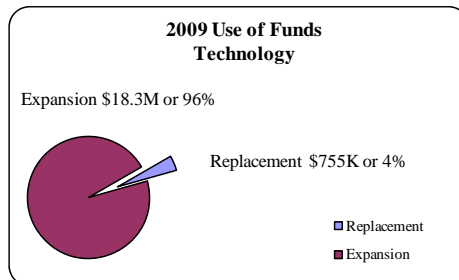
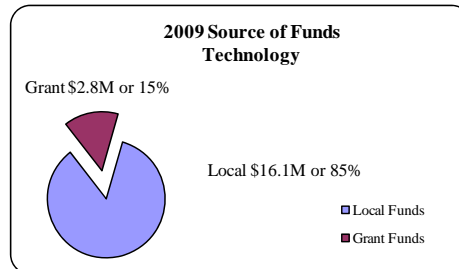
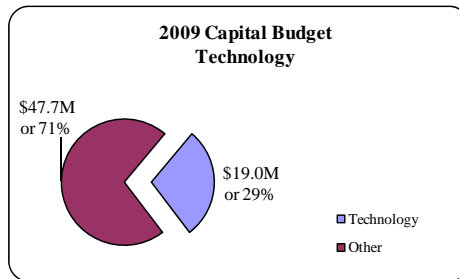






2009 CAPITAL BUDGET TECHNOLOGY

In brief:



Introduction: Technology

Pierce Transit relies on a variety of advanced technological systems to operate on a daily basis. There are over 200 Agency computer users, an Agency network, information and telecommunication systems, printers, and desktop computers. These systems operate 24 hours a day, 7 days a week. Capital projects that have a significant technical component and/or require integration with existing technology systems are included in this category.

Priorities and Objectives

The guiding object for the Technology Capital Budget is to aid in the provision of an effective service design through integration and support of technology systems to maintain and improve system performance.

As demand for our service grows and technology advances, Pierce Transit will become increasingly high-tech dependent. The Agency recognizes the public's expectation that real time information be provided about services.

Technology must be replaced regularly to remain of value to the Agency. The Information Systems staff has conducted research to determine what standards are used in the public and private sectors to determine a reasonable lifecycle replacement plan for each type of hardware and software for Pierce Transit. Information was gathered from industry sources including State, Federal, and local governments, and from white papers developed by technology research groups that address this issue. The lifecycle is defined as the period during which information technology hardware and software remains useful to the Agency.

This capital category supports the following strategic goals of the Agency:

- A system that is efficient and fiscally responsible
- Services that benefit the community and are embraced by our citizens
- Effective and innovative services that respond to change and growth
- A commitment to green technologies and strategies that respond to climate change



2009 CAPITAL BUDGET TECHNOLOGY

Highlights

Mobile Communications System: Pierce Transit's mobile communication system is arguably its most important system. The current radio system has exceeded its useful life and has serious deficiencies. These include areas that lack radio coverage and frequent equipment failures. Due to the age of the radio system, component parts are often not available resulting in increased down time. With the need to purchase a new radio system, Pierce Transit resolved to improve system safety and productivity by moving to the new 700MHz frequency band and by adding a data radio overlay which will facilitate the use of computer aided dispatch, automatic vehicle location, and automatic passenger counter features. The new system will utilize state of the art components to provide reliable voice and data communication to all service vehicles operated by Pierce Transit. The project is currently underway. Full implementation is scheduled to take place in 2009.



Regional Fare Integration (ORCA): Pierce Transit continues to work with the six other Central Puget Sound transit agencies to develop a regional smart card fare collection system. When implemented, the Smart Card system will replace the current Puget Pass regional fare program. Smart Cards will enable transit agencies to offer new transit fare options, reduce fare media confusion, and improve interagency fare revenue reconciliation. Pierce Transit's program development costs are largely funded by federal grants and Sound Transit. The system completed beta testing in 2007. Full implementation is currently scheduled to occur in 2009.





2009 CAPITAL BUDGET TECHNOLOGY

Budget Overview

The budget for technology projects for 2009 is \$19,029,875 and accounts for approximately twenty-nine of the total 2009 Capital Budget.

Eighty-nine percent or \$16.9 million of the budget results from unspent funds carried over from the prior fiscal year. This is due almost entirely to the Mobile Communication System project. The remaining eleven percent or \$2 million is for new projects.

Ninety-six percent or \$18.2 million of the budget in this category will be spent for expansion, again, a direct result of the Mobile Communication System project. The remaining four percent or \$755,111 will go to the routine replacement of existing equipment and information systems.

Major Changes from 2008 Budget

There are no major changes from the 2008 Budget in the Technology category.

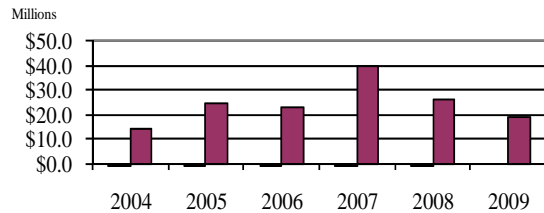
Sources of Funding

The majority of the funding for Technology projects, \$16.1 million or 85% comes from local capital reserves. Grant funding in the amount of \$2.8 million or 15% for 2009 is anticipated. The primary source is from Sound Transit to support a share of costs in the Mobile Communication System project, as well as funding for the ORCA project.

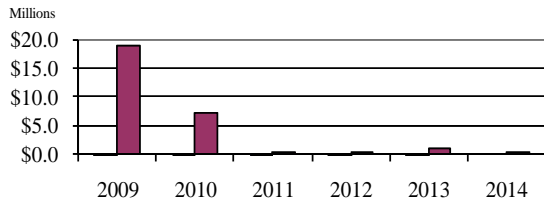
Operating Budget Impact

There are no new operating costs or FTE's proposed for 2009. Replacing hardware and software on schedule helps contain maintenance costs of the systems.

Capital Budget History
Technology



Capital Budget Six-Year Plan
Technology



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**2009 PROJECT INFORMATION
TECHNOLOGY**

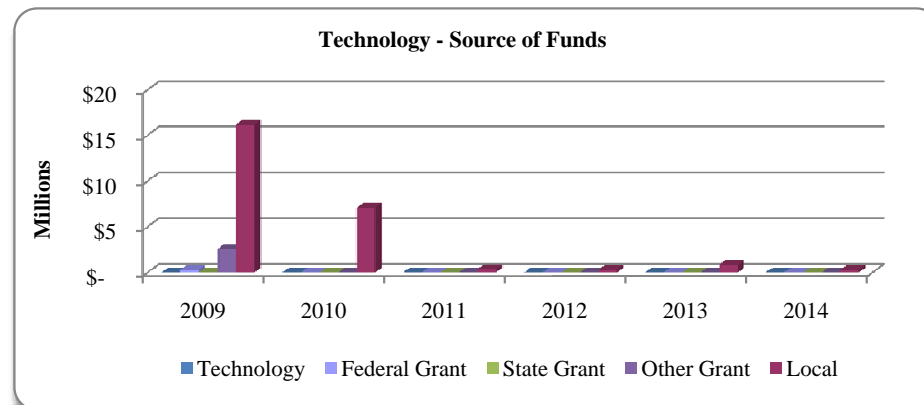
Budget Line #				Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2008 YE Estimated Expenditures	<u>2009 Project Budget</u>			<u>2009 Project Funding</u>		
	<u>1</u>	<u>2</u>	<u>3</u>						2008 Carryover Amount	New 2009 Amount	Total 2009 Annual Budget	Local	Grant	Grant Description
				<u>Server Replacement 2009</u> Routine replacement of agency										
47	R	T	A	servers.	289	74,200	-	-	-	74,200	74,200	74,200	-	n/a
				<u>LAN Equipment Replacement</u> Regular 4-year replacement of LAN										
				equipment such as switches, routers										
				and firewalls in accordance with the										
48	R	T	A	Agency I/S Infrastructure Plan.	290	15,900	-	-	-	15,900	15,900	15,900	-	n/a
				<u>Blade Server Enclosure</u> Purchase of a new blade (server)										
				enclosure to accommodate growth										
49	E	T	A	and replacement servers.	291	49,290	-	-	-	49,290	49,290	49,290	-	n/a
				<u>Storage Area Network Update</u> Regular 4-year replacement of										
50	R	T	A	SAN.	292	260,642	-	-	-	260,642	260,642	260,642	-	n/a
				<u>High Line HR/Payroll System</u> <u>Upgrade</u> Required upgrade to HR/payroll										
				system, vendor will stop supporting										
64	R	T	A	current version in 2010.	306	175,303	-	-	-	175,303	175,303	175,303	-	n/a
				<u>High Line HR/Payroll System</u> <u>Enhancement</u> Add new modules to existing										
65	E	T	A	system to improve work flow.	307	271,433	-	-	-	271,433	271,433	271,433	-	n/a
TOTAL					\$ 46,273,759	\$ 12,459,005	\$ 14,784,880		\$ 16,937,774	\$ 2,092,100	\$ 19,029,874	\$ 16,183,159	\$ 2,846,715	

- 1 Column 1 identifies Project Class: R=Replacement E=Expansion
2 Column 2 identifies Project Category: R=Revenue Vehicles B=Base Facilities P=Passenger Facilities T=Technology O=Other
3 Column 3 identifies Project Type: A=Acquisition P=Planning C=Construction



**2009 - 2014 SIX-YEAR CAPITAL PLAN - SOURCE OF FUNDS
TECHNOLOGY**

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Total</u>
<u>Federal</u>							
Federal Transit Administration							
Section 5307 Formula - Earned Share	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Section 5307 Competitive	-	-	-	-	-	-	-
Flex Funds - Regional	-	-	-	-	-	-	-
Flex Funds - Countywide	-	-	-	-	-	-	-
Earmark	-	-	-	-	-	-	-
ITS 5208	268,036	-	-	-	-	-	268,036
Total Federal Funds	268,036	-	-	-	-	-	268,036
<u>State</u>							
Washington State Dept. of Transportation							
Regional Mobility	-	-	-	-	-	-	-
Vanpool Investment Program	-	-	-	-	-	-	-
Total State Funds	-	-	-	-	-	-	-
<u>Other</u>							
Sound Transit	2,578,680	-	-	-	-	-	2,578,680
Total Other Funds	2,578,680	-	-	-	-	-	2,578,680
<u>Local</u>							
Pierce Transit Capital Reserves	16,183,159	7,095,594	352,508	281,320	833,210	281,944	25,027,735
Bonds	-	-	-	-	-	-	-
Total Local Funds	16,183,159	7,095,594	352,508	281,320	833,210	281,944	25,027,735
Total All Funds	\$ 19,029,875	\$ 7,095,594	\$ 352,508	\$ 281,320	\$ 833,210	\$ 281,944	\$ 27,874,451





**2009 - 2014 SIX-YEAR CAPITAL PLAN - USE OF FUNDS
TECHNOLOGY**

USE OF FUNDS BY PROJECT

Replacement

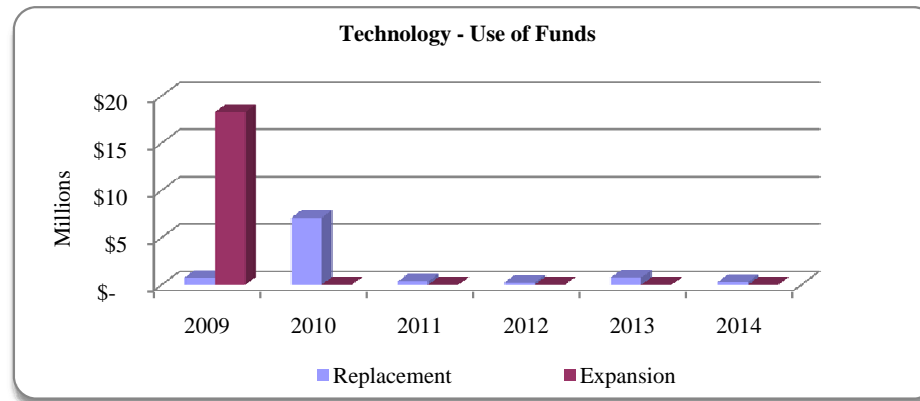
	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Total</u>
Agency Plotter Replacement	\$ -	\$ 32,445	\$ -	\$ -	\$ -	\$ -	\$ 32,445
Data Storage Update	229,066	97,650	116,480	95,680	15,600	224,744	779,220
GIS Update	-	-	36,400	-	-	-	36,400
Hastus Update	-	323,163	-	-	320,085	-	643,248
LAN Equipment Replacement	15,900	5,250	83,200	33,280	36,400	5,200	179,230
Marketing Plotter & Printer	-	-	69,628	-	-	-	69,628
Server Replacement	74,200	52,500	46,800	97,760	157,040	52,000	480,300
Storage Area Network Update	260,642	-	-	-	255,725	-	516,367
Vinyl Cutter Replacement	-	-	-	6,240	-	-	6,240
Telephone System Upgrade	-	119,144	-	-	-	-	119,144
High Line HR/Payroll System Upgrade	175,303	-	-	-	-	-	175,303
Fare Box Replacement	-	6,465,443	-	-	-	-	6,465,443
Subtotal Replacement	755,111	7,095,595	352,508	232,960	784,850	281,944	9,502,968

Expansion

Blade Server Enclosure	49,290	-	-	48,360	48,360	-	146,010
Mobile Communications System	14,545,492	-	-	-	-	-	14,545,492
Regional Fare Integration	2,063,879	-	-	-	-	-	2,063,879
Document Mgt & Records Compliance System	65,208	-	-	-	-	-	65,208
Digital Camera System for Buses	1,185,122	-	-	-	-	-	1,185,122
High Line HR/Payroll System Enhancement	271,433	-	-	-	-	-	271,433
VMWare Test System Lab	94,340	-	-	-	-	-	94,340
Subtotal Expansion	18,274,764	-	-	-	-	-	18,225,474

Total Use of Funds

\$ 19,029,875	\$ 7,095,595	\$ 352,508	\$ 232,960	\$ 784,850	\$ 281,944	\$ 27,728,442
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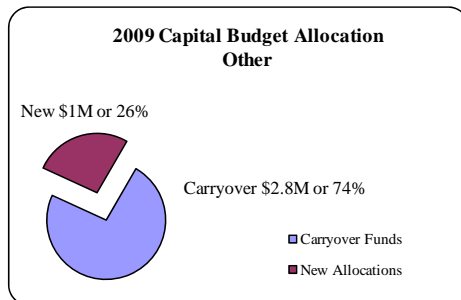
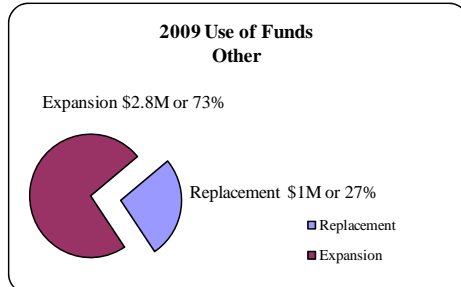
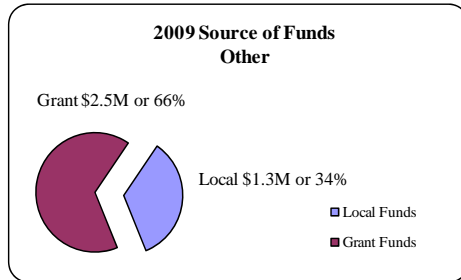
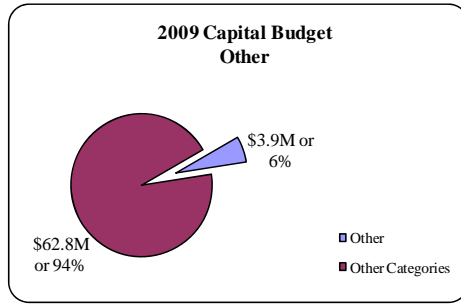






2009 CAPITAL BUDGET OTHER

In brief:



Introduction: Other

The Other category of the Pierce Transit Capital Budget includes items such as administrative and shop equipment, non-revenue support vehicles (trucks, forklifts, cars, etc.), and a transit signal priority project.

Priorities and Objectives

The guiding objective for the Other category is to provide adequate and functional equipment that support all Agency goals and the day-to-day operation of the Agency.

This capital category supports the following strategic goals of the Agency:

- A system that is efficient and fiscally responsible
- Services that benefit the community and are embraced by our citizens
- Effective and innovative services that respond to change and growth
- A commitment to green technologies and strategies that respond to climate change

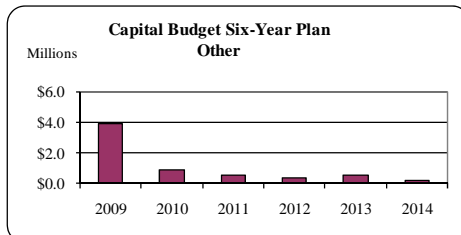
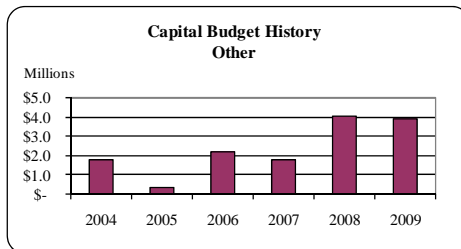
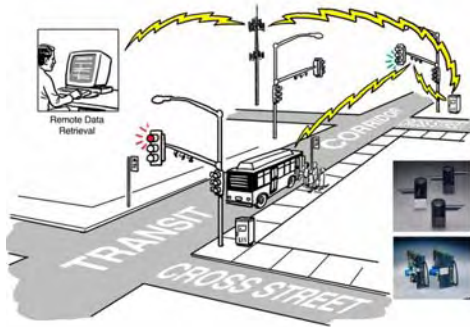
Highlights

Downtown Tacoma Transit Signal Priority II: The existing traffic signal system in Downtown Tacoma is outdated and does not effectively manage traffic. The downtown area is experiencing a volume and mix of traffic modes that the current signal system simply cannot handle. This project will design and implement a comprehensive intelligent signal upgrade for Downtown Tacoma in conjunction with the City of Tacoma. The project area consists of 6 square miles bounded by Sprague Avenue on the west, Division Avenue on the north, I-5 on the south, and Portland Avenue on the east. The project addresses approximately 80 signalized intersections, including some of the highest volume locations in Pierce County. The first phase of the project, now complete, produced a series of prioritized traffic management and technology deployment plans for the full project area and provided partial implementation on 17 targeted intersections for two high-priority Downtown Tacoma corridors, Pacific Avenue, and Commerce Street. Phase II will complete implementation throughout the project area grid.



2009 CAPITAL BUDGET OTHER

Transit Signal Priority



The result will be a network system of interactive traffic controls that optimize throughput within the regional center. This project delivers an intelligent signal system with state of the art communication and data management capabilities and transit signal priority (TSP) for bus and rail. The primary objective of this project is the reduction of transit delay in the study area through deployment of technology and equipment.

Support Vehicles and Shop Equipment: Two projects provide for the routine replacement of support vehicles (determined by age and miles), and a small number of new or expansion vehicles equipped for use by our Transit Security Sergeants. Specific pieces of replacement equipment include a transmission dynamometer and wheel alignment equipment.

Budget Overview

The budget for the Other category for 2009 is \$3,900,061 and accounts for approximately six percent of the total Capital Budget.

Seventy-four percent or \$2.8 million of the budget results from unspent funds carried over from the prior fiscal year. As a matter of policy, Pierce Transit budgets funds in the year in which the Agency anticipates entering a contract for service or acquisition. Twenty-six percent or \$1 million is for new projects. The majority of which (\$606,907) is for support vehicles.

Expansion projects account for seventy-three percent or \$2.8 million, the largest of which is the Downtown Tacoma Transit Signal Priority project. The remaining twenty-seven percent or \$1 million is for projects in the replacement category which are primarily maintenance and shop equipment, and support vehicles.

Major Changes from 2008 Budget

There are no major changes from the 2008 Budget in this category.



2009 CAPITAL BUDGET OTHER

Sources of Funding

The majority of the funding project in the Other category for 2009 includes \$2,555,802 from the Federal Transit Administration for the Downtown Tacoma Transit Signal Priority project. The remaining funding, \$1.3 million or 34%, will come from local capital reserves.

Operating Budget Impact

There are no planned operating cost increases because of the projects in the Other category. Replacing equipment on schedule helps contain maintenance costs of the equipment.



**2009 PROJECT INFORMATION
OTHER**

							<u>2009 Project Budget</u>			<u>2009 Project Funding</u>				
Budget Line #	<u>1</u>	<u>2</u>	<u>3</u>	Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2008 YE Estimated Expenditures	2008 Carryover Amount	New 2009 Amount	Total 2009 Annual Budget	Local	Grant	Grant Description
				<u>Signal Priority Investmt & Deployment Plan</u>										
7	E	O	A	Develop a comprehensive evaluation of potential transit signal priority corridors and treatment under one planning document.	186	55,650	-	-	52,500	3,150	55,650	55,650	-	n/a
				<u>Rotating Electric Tester</u>										
21	R	O	A	Purchase rotating electric tester for the machine shop.	237	59,360	-	-	56,000	3,360	59,360	59,360	-	n/a
				<u>Wheel Lift</u>										
22	R	O	A	Replace wheel lift equipment in bus shop.	238	6,360	-	-	6,000	360	6,360	6,360	-	n/a
				<u>Oil Filter Crusher</u>										
24	E	O	A	Replace oil filter crusher in bus shop.	240	9,540	-	-	9,000	540	9,540	9,540	-	n/a
				<u>Auto Shop Diagnostic Equipment 2008</u>										
25	R	O	A	Replace diagnostic equipment in auto shop.	242	15,900	10,652	-	4,951	297	5,248	5,248	-	n/a
				<u>Wheel Alignment Equipment</u>										
33	R	O	A	Purchase new wheel alignment equipment.	269	55,120	-	-	52,000	3,120	55,120	55,120	-	n/a
				<u>Transmission Dynamometer</u>										
34	R	O	A	Purchase a new transmission dynamometer.	270	126,776	-	-	119,600	7,176	126,776	126,776	-	n/a
				<u>Auto Shop Wheel Balancer</u>										
37	R	O	A	Purchase new wheel balancer.	274	11,575	-	-	10,920	655	11,575	11,575	-	n/a
				<u>Support Vehicle Replacement 2008</u>										
				Replace support vehicles that have reached the end of their useful life. Vehicles for 2008 include: 4 Relief vans, 1 Supervisor Van, and Maintenance vehicles (step vans, flatbed trucks and pickups).										
38	R	O	A		275	614,928	-	614,928	-	-	-	-	-	n/a
				<u>Downtown Tacoma TSP II</u>										
				Design and implement a comprehensive intelligent signal upgrade for Downtown Tacoma to address approximately 80										
43	E	O	A	signalized intersections.	284	2,709,348	-	198	2,555,802	153,348	2,709,150	153,348	2,555,802	Federal - Grant 95-X016 Flex Funds - Regional
				<u>Bus Shop Equipment</u>										
51	R	O	A	Routine replacement of aging bus shop equipment.	293	62,457	-	-	-	62,457	62,457	62,457	-	n/a



**2009 PROJECT INFORMATION
OTHER**

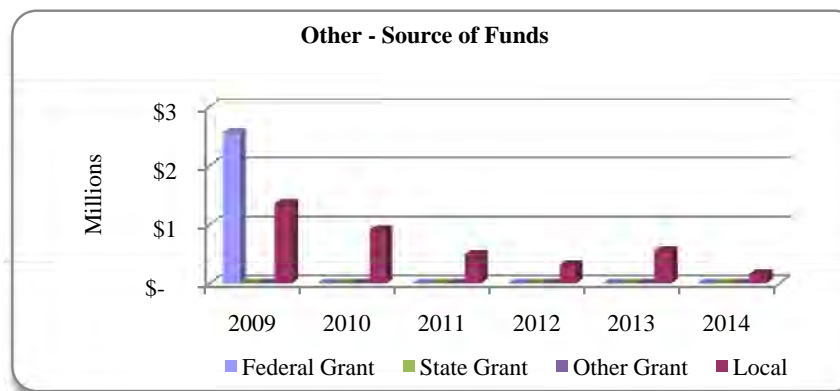
Budget Line #				Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2008 YE Estimated Expenditures	<u>2009 Project Budget</u>			<u>2009 Project Funding</u>		
	<u>1</u>	<u>2</u>	<u>3</u>						2008 Carryover Amount	New 2009 Amount	Total 2009 Annual Budget	Local	Grant	Grant Description
				<u>Auto Shop Diagnostic Equipment</u> 2009 Replace diagnostic equipment in										
52	R	O	A	auto shop.	294	29,206	-	-	-	29,206	29,206	29,206	-	n/a
				<u>Support Vehicle Replacement 2009</u> Routine replacement of support vehicles that have reached the end										
56	R	O	A	of their useful life.	298	606,907	-	-	-	606,907	606,907	606,907	-	n/a
				<u>Public Safety Vehicles 2009</u> Purchase and outfit three vehicles										
57	E	O	A	for the Transit Security Sergeants.	299	81,090	-	-	-	81,090	81,090	81,090	-	n/a
				<u>Garbage Compactor Upgrade</u> Upgrading the current 4 yard compactor with a larger 5 yard unit and adding a compactor to Building										
63	R	O	A	4.	305	31,800	-	-	-	31,800	31,800	31,800	-	n/a
				<u>Copier Replacement</u> Routine replacement of agency copiers that have reached the end of										
66	R	O	A	their useful life.	308	49,820	-	-	-	49,820	49,820	49,820	-	n/a
TOTAL						\$ 4,525,837	\$ 10,652	\$ 615,126	\$ 2,866,773	\$ 1,033,286	\$ 3,900,059	\$ 1,344,257	\$ 2,555,802	

- 1 Column 1 identifies Project Class: R=Replacement E=Expansion
2 Column 2 identifies Project Category: R=Revenue Vehicles B=Base Facilities P=Passenger Facilities T=Technology O=Other
3 Column 3 identifies Project Type: A=Acquisition P=Planning C=Construction



**2009 - 2014 SIX-YEAR CAPITAL - SOURCE OF FUNDS
OTHER**

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Total</u>
<u>Federal</u>							
Federal Transit Administration							
Section 5307 Formula - Earned Share	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Section 5307 Competitive	-	-	-	-	-	-	-
Flex Funds - Regional	2,555,802	-	-	-	-	-	2,555,802
Flex Funds - Countywide	-	-	-	-	-	-	-
Earmark	-	-	-	-	-	-	-
Total Federal Funds	2,555,802	-	-	-	-	-	2,555,802
<u>State</u>							
Washington State Dept. of Transportation							
Regional Mobility	-	-	-	-	-	-	-
Vanpool Investment Program	-	-	-	-	-	-	-
Total State Funds	-	-	-	-	-	-	-
<u>Other</u>							
Sound Transit	-	-	-	-	-	-	-
Total Other Funds	-	-	-	-	-	-	-
<u>Local</u>							
Pierce Transit Capital Reserves	1,344,259	908,677	482,893	311,481	542,873	156,149	3,746,331
Bonds	-	-	-	-	-	-	-
Total Local Funds	1,344,259	908,677	482,893	311,481	542,873	156,149	3,746,331
Total All Funds	\$ 3,900,061	\$ 908,677	\$ 482,893	\$ 311,481	\$ 542,873	\$ 156,149	\$ 6,302,133



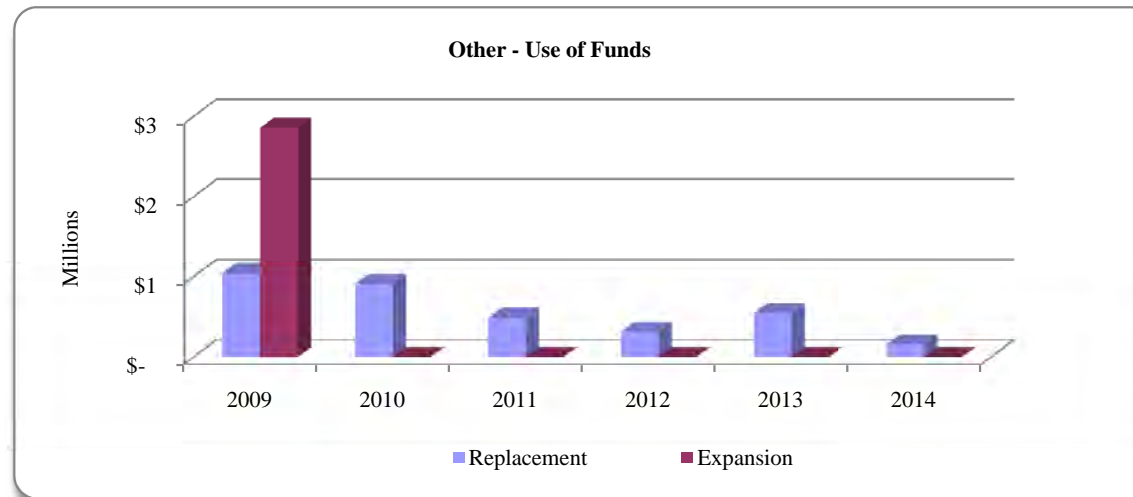


**2009 - 2014 SIX-YEAR CAPITAL PLAN - USE OF FUNDS
OTHER**

USE OF FUNDS BY PROJECT

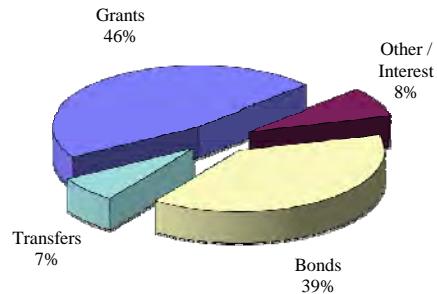
Replacement

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Total</u>
Rotating Electric Tester	\$ 59,360	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 59,360
Wheel Lift	6,360	-	-	-	-	-	6,360
Auto Shop Diagnostic Equipment 2008	5,248	-	-	-	-	-	5,248
Wheel Alignment Equipment	55,120	-	-	-	-	-	55,120
Transmission Dynamometer	126,776	-	-	-	-	-	126,776
Auto Shop Wheel Balancer	11,575	-	-	-	-	-	11,575
Bus Shop Equipment	62,457	412,328	152,964	65,647	21,637	15,316	730,349
Auto Shop Diagnostic Equipment 2009	29,206	19,705	16,561	18,372	15,908	-	99,752
Support Vehicle Replacement 2009	606,907	385,294	250,968	227,463	505,328	140,833	2,116,793
Garbage Compactor Upgrade	31,800	-	-	-	-	-	31,800
Copier Replacement	49,820	91,350	62,400	-	-	-	203,570
Subtotal Replacement	1,044,629	908,677	482,893	311,482	542,873	156,149	3,446,703
Signal Priority Investmt & Deployment Plan	55,650	-	-	-	-	-	55,650
Oil Filter Crusher	9,540	-	-	-	-	-	9,540
Downtown Tacoma TSP II	2,709,150	-	-	-	-	-	2,709,150
Public Safety Vehicles 2009	81,090	-	-	-	-	-	81,090
Subtotal Expansion	2,855,430	-	-	-	-	-	2,855,430
Total Use of Funds	\$ 3,900,059	\$ 908,677	\$ 482,893	\$ 311,482	\$ 542,873	\$ 156,149	\$ 6,302,133

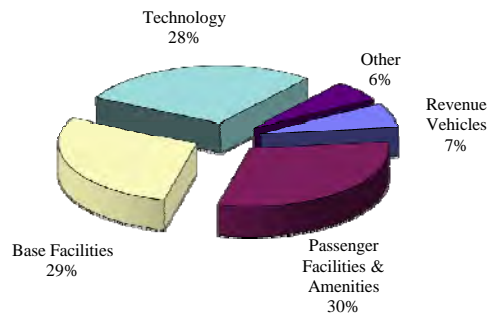




Capital Revenues & Transfers



Capital Expenditures



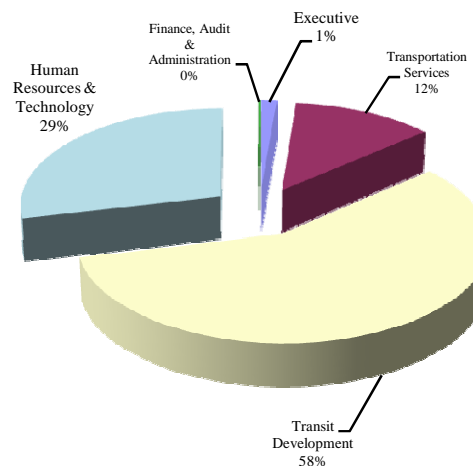
2009 BUDGET CAPITAL SUMMARY

(rounded to the nearest \$100)		2007	2008	2008	2009	% CHANGE
		YEAR-END	AMENDED	YEAR-END	BUDGET	2009 BUDGET TO
		ACTUALS	BUDGET	ESTIMATE		2008 BUDGET
CAPITAL REVENUES						
REVENUES						
Grants		\$8,086,400	\$11,747,000	\$2,582,100	\$16,756,200	42.6%
Bonds		-	14,000,000	-	14,000,000	0.0%
Other Capital Revenue / Interest		2,435,800	15,097,100	5,260,300	2,760,900	-81.7%
REVENUE		10,522,200	40,844,100	7,842,400	33,517,100	-17.9%
TRANSFERS						
Capital Reserve		15,000,000	-	-	2,500,000	0.0%
TRANSFERS		15,000,000	-	-	2,500,000	
CAPITAL REVENUES		25,522,200	40,844,100	7,842,400	36,017,100	-11.8%
BEGINNING BALANCE						
Capital Reserve		43,438,400	57,073,400	57,073,400	38,081,100	-33.3%
TOTAL CAPITAL REVENUES AND BEGINNING BALANCE		68,960,600	97,917,500	64,915,800	74,098,200	-24.3%
CAPITAL EXPENDITURES						
CAPITAL ACQUISITION						
Revenue Vehicles		6,457,600	9,964,500	8,460,500	4,407,000	-55.8%
Passenger Facilities & Amenities		3,942,100	25,569,000	1,153,000	20,349,000	-20.4%
Base Facilities		586,500	17,955,300	1,712,600	19,031,200	6.0%
Technology		8,218,800	31,444,400	14,886,300	19,029,900	-39.5%
Other		889,900	4,817,000	622,200	3,900,100	-19.0%
CAPITAL EXPENDITURES		20,094,900	89,750,200	26,834,600	66,717,200	-25.7%
ENDING BALANCE						
Capital Reserve		48,865,700	8,167,300	38,081,200	7,381,000	-9.6%
TOTAL CAPITAL EXPENDITURES AND ENDING BALANCE		\$68,960,600	\$97,917,500	\$64,915,800	\$74,098,200	-24.3%



2009 CAPITAL BUDGET SUMMARY BY DEPARTMENT

2009 Total Capital Budget



Department	2009 Capital Budget			2009 Funding	
	2008 Carryover Amount	2009 New	2009 Total Budget	Local	Grant
Executive	\$ 330,945	\$ 560,108	\$ 891,053	\$ 528,279	\$ 362,774
Transportation Services	2,906,773	5,361,027	8,267,800	4,343,499	3,924,301
Transit Development	34,285,468	4,193,028	38,478,496	26,856,768	11,621,728
Human Resources & Technology	16,937,775	2,092,101	19,029,875	16,183,160	2,846,716
Finance, Audit & Administration	-	49,820	49,820	49,820	-
Agency Total	\$ 54,460,960	\$ 12,256,084	\$ 66,717,044	\$ 47,961,525	\$ 18,755,519

Department	Total			Project Grand Total
	Prior Years Expenditures	2008 YE Estimate	2009 Total Budget	
Executive	\$ -	\$ -	\$ 891,053	\$ 891,053
Transportation Services	10,652	3,323,147	8,267,800	11,601,598
Transit Development	5,446,078	2,549,993	38,478,496	46,474,567
Human Resources & Technology	12,459,004	14,784,880	19,029,875	46,273,759
Finance, Audit & Administration	-	-	49,820	49,820
Agency Total	\$ 17,915,735	\$ 20,658,020	\$ 66,717,044	\$ 105,290,798



2009 CAPITAL BUDGET BY PROJECT NUMBER

Line #	Department / Division / Project Title	Department	Project Number	Total Project Budget	Prior Years Expenditures	2008 YE Estimated Expenditures	2009 Project Budget			2009 Project Funding	
							2008 Carryover Amount	New 2009 Amount	Total 2009 Annual Budget	Local	Grant
1	Building 4 Expansion	Transit Development	167	\$ 7,721,157	\$ 376,703	\$ -	\$ 6,928,730	\$ 415,724	\$ 7,344,454	\$ 3,513,463	\$ 3,830,991
2	Park & Ride Study	Transit Development	169	309,000	32,010	276,990	-	-	-	-	-
3	Parkland Transit Center	Transit Development	170	948,048	115,371	100,000	691,205	41,472	732,677	179,713	552,964
4	Peninsula Park & Ride Phase I	Transit Development	171	14,064,253	3,971,018	775,909	8,789,930	527,396	9,317,326	6,355,923	2,961,403
5	121st Street Improvements	Transit Development	176	132,500	-	-	125,000	7,500	132,500	132,500	-
6	SR-7 WSDOT	Transit Development	177	304,759	327,821	(23,062)	-	-	-	-	-
7	Signal Priority Investmt. & Deployment Plan	Transportation Services	186	55,650	-	-	52,500	3,150	55,650	55,650	-
8	Mobile Communications System	HR & Technology	193	37,647,267	9,101,775	14,000,000	13,722,162	823,330	14,545,492	13,555,492	990,000
9	SHUTTLE Software Replacement	HR & Technology	194	1,118,858	906,114	212,744	-	-	-	-	-
10	Regional Fare Integration (Smart Card)	HR & Technology	197	4,709,408	2,395,530	250,000	1,947,056	116,823	2,063,879	207,163	1,856,716
11	Document Mgmt & Records Compliance System	HR & Technology	199	278,691	24,835	188,648	61,517	3,691	65,208	65,208	-
12	Digital Camera System for Buses	HR & Technology	200	1,185,122	-	-	1,118,040	67,082	1,185,122	1,185,122	-
13	South Base Capacity	Transit Development	217	1,882,064	211,354	99,878	1,481,917	88,915	1,570,832	1,126,257	444,575
14	Main Base Capacity	Transit Development	218	1,796,731	55,699	115,000	1,533,992	92,040	1,626,032	1,165,834	460,198
15	96th Street Frontage & Gate	Transit Development	219	797,500	120,179	400,000	261,624	15,697	277,322	198,835	78,487
16	Hastei Sign-Out Upgrade	HR & Technology	231	26,000	-	26,000	-	-	-	-	-
17	Bus Wash Replacement	Transit Development	232	450,000	234,364	215,636	-	-	-	-	-
18	Replace Underground Bus Shop Hoists	Transit Development	233	1,219,202	1,508	365,415	804,037	48,242	852,279	852,279	-
19	Commerce Street Facility Improvements	Transit Development	234	53,000	-	-	50,000	3,000	53,000	53,000	-
20	Building 1 Improvements	Transit Development	235	167,470	-	166	157,834	9,470	167,304	167,304	-
21	Rotating Electric Tester	Transportation Services	237	59,360	-	-	56,000	3,360	59,360	59,360	-
22	Wheel Lift	Transportation Services	238	6,360	-	-	6,000	360	6,360	6,360	-
23	Paint Booth Personnel Lift	Transportation Services	239	42,400	-	-	40,000	2,400	42,400	42,400	-
24	Oil Filter Crusher	Transportation Services	240	9,540	-	-	9,000	540	9,540	9,540	-
25	Auto Shop Diagnostic Equipment 2008	Transportation Services	242	15,900	10,652	-	4,951	297	5,248	5,248	-
26	Peninsula Park & Ride Phase II	Transit Development	249	10,030,925	52	58	9,463,033	567,782	10,030,815	7,730,815	2,300,000
27	Auto Facility Expansion	Transit Development	251	3,508,987	-	-	3,310,365	198,622	3,508,987	2,515,877	993,110
28	ESX Virtual Disaster System	HR & Technology	256	40,000	30,751	9,249	-	-	-	-	-
29	Waste Oil System Replacement	Transit Development	259	174,003	-	174,003	-	-	-	-	-
30	Physical Security Enhanc.-CCTV	Executive	260	891,053	-	-	330,945	560,108	891,053	528,279	362,774
31	Server Replacement 2008	HR & Technology	262	98,239	-	98,239	-	-	-	-	-
32	VMWare Test System Lab	HR & Technology	264	94,340	-	-	89,000	5,340	94,340	94,340	-
33	Wheel Alignment Equipment	Transportation Services	269	55,120	-	-	52,000	3,120	55,120	55,120	-
34	Transmission Dynamometer	Transportation Services	270	126,776	-	-	119,600	7,176	126,776	126,776	-
35	Shuttle Vehicle Replacement 2008	Transportation Services	272	2,256,288	-	2,256,288	-	-	-	-	-



2009 CAPITAL BUDGET BY PROJECT NUMBER

Line #	Department / Division / Project Title	Department	Project Number	Total Project Budget	Prior Years Expenditures	2008 YE Estimated Expenditures	2009 Project Budget			2009 Project Funding	
							2008 Carryover Amount	New 2009 Amount	Total 2009 Annual Budget	Local	Grant
36	BusPLUS Vehicle Replacement 2008	Transportation Services	273	451,733	-	451,733	-	-	-	-	-
37	Auto Shop Wheel Balancer	Transportation Services	274	11,575	-	-	10,920	655	11,575	11,575	-
38	Support Vehicle Replacement 2008	Transportation Services	275	614,928	-	614,928	-	-	-	-	-
39	Tacoma Comm. College Transit Ctr. Study	Transit Development	280	82,680	-	-	78,000	4,680	82,680	82,680	-
40	Building 1 Locker Room	Transit Development	281	180,200	-	-	170,000	10,200	180,200	180,200	-
41	Unleaded Fuel Vapor Recovery System	Transit Development	282	49,608	-	-	46,800	2,808	49,608	49,608	-
42	CNG Filter System	Transit Development	283	16,536	-	-	15,600	936	16,536	16,536	-
43	Downtown Tacoma TSP II	Transportation Services	284	2,709,348	-	198	2,555,802	153,348	2,709,150	153,348	2,555,802
44	Fabric Building	Transit Development	286	103,244	-	-	97,400	5,844	103,244	103,244	-
45	Base Master Plan	Transit Development	287	346,800	-	50,000	280,000	16,800	296,800	296,800	-
46	Data Storage Update	HR & Technology	288	229,066	-	-	-	229,066	229,066	229,066	-
47	Server Replacement	HR & Technology	289	74,200	-	-	-	74,200	74,200	74,200	-
48	LAN Equipment Replacement	HR & Technology	290	15,900	-	-	-	15,900	15,900	15,900	-
49	Blade Server Enclosure	HR & Technology	291	49,290	-	-	-	49,290	49,290	49,290	-
50	Storage Area Network Update	HR & Technology	292	260,642	-	-	-	260,642	260,642	260,642	-
51	Bus Shop Equipment	Transportation Services	293	62,457	-	-	-	62,457	62,457	62,457	-
52	Auto Shop Diagnostic Equipment 2009	Transportation Services	294	29,206	-	-	-	29,206	29,206	29,206	-
53	Vanpool Replacement 2009	Transportation Services	295	1,677,005	-	-	-	1,677,005	1,677,005	308,506	1,368,499
54	Shuttle Replacement 2009	Transportation Services	296	2,242,189	-	-	-	2,242,189	2,242,189	2,242,189	-
55	BusPLUS Replacement 2009	Transportation Services	297	487,765	-	-	-	487,765	487,765	487,765	-
56	Support Vehicle Replacement 2009	Transportation Services	298	606,907	-	-	-	606,907	606,907	606,907	-
57	Public Safety Vehicles 2009	Transportation Services	299	81,090	-	-	-	81,090	81,090	81,090	-
58	Base Light Retrofit	Transit Development	300	63,600	-	-	-	63,600	63,600	63,600	-
59	Building 1 Gas Heater	Transit Development	301	159,000	-	-	-	159,000	159,000	159,000	-
60	CNG Emergency Generator	Transit Development	302	530,000	-	-	-	530,000	530,000	530,000	-
61	Building 4 Mammoth HVAC Replacement	Transit Development	303	291,500	-	-	-	291,500	291,500	291,500	-
62	CNG Compressor Replacement	Transit Development	304	1,060,000	-	-	-	1,060,000	1,060,000	1,060,000	-
63	Garbage Compactor Upgrade	Transit Development	305	31,800	-	-	-	31,800	31,800	31,800	-
64	High Line HR/Payroll System Upgrade	HR & Technology	306	175,303	-	-	-	175,303	175,303	175,303	-
65	High Line HR/Payroll System Enhancement	HR & Technology	307	271,433	-	-	-	271,433	271,433	271,433	-
66	Copier Replacement	Finance & Admin	308	49,820	-	-	-	49,820	49,820	49,820	-
Grand Total				\$105,290,798	\$ 17,915,735	\$ 20,658,020	\$ 54,460,960	\$ 12,256,084	\$66,717,044	\$ 47,961,525	\$18,755,519





**2009 – 2014 SIX-YEAR CAPITAL PLAN
OPERATING BUDGET IMPACTS SUMMARY**

In brief:

Operating budgets have been adjusted according to the capital projects scheduled level of performance.

Current operating costs have been replaced and/or adjusted on replacement equipment.

Savings associated with capital projects have been recognized.

A project business case, including cost and savings impacts, is submitted by the project manager to the Capital Planning and Budget Committee for review.

The Capital Budget estimated operating impacts for 2009 are included in the Operating Budget of the appropriate division. Operating impacts in subsequent years will be recognized in the appropriate year and incorporated in the Six-Year Financial Plan.

The following is a summary of the Operating Budget impacts by category, project, description, total cost and the year of anticipated impact.

Budget Line No.	Category	Project	Description of Cost or Savings	Total Cost	Year
n/a	Revenue Vehicles	none	none estimated	\$ -	2009-2014
4 & 26	Passenger Facilities	Peninsula Park & Ride	routine maintenance	150,000	2010-2014
			.1 FTE maintenance staff	10,000	2010-2014
			.5 FTE custodian staff	60,000	2010-2014
27	Base Facilities	Auto Facility	maintenance equipment, telecommunications, information technology, utilities, and supplies for the first year	1,000,000	2014
			ongoing maintenacne and operating costs	50,000	2014
			1-1.5 FTE maintenance/custodian staff	66,666	2014
n/a	Technology	none	none estimated	-	2009-2014
n/a	Other	none	none estimated	-	2009-2014
				<u>\$ 1,336,666</u>	2009-2014

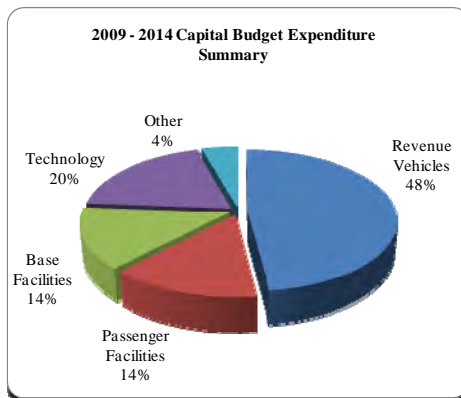
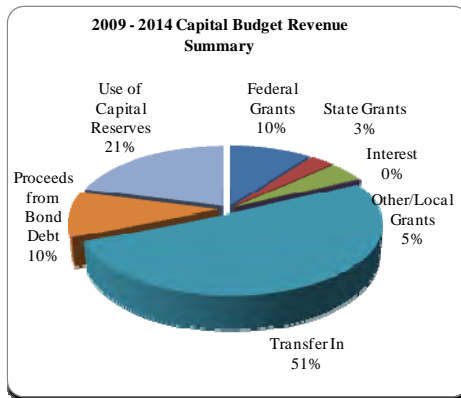


2009 – 2014 SIX-YEAR CAPITAL PLAN CAPITAL BUDGET SUMMARY

In brief:

The Six-Year Capital Plan is consistent with the Transit Development Plan (TDP), a report that is required to be submitted annually to the State of Washington.

The 2009 – 2014 Capital Budget Summary by revenue and expenditure category follows.



Summary

Pierce Transit plans to invest \$144 million in capital projects that support public transportation services. The capital plan includes funding for partnerships with local jurisdictions that will encourage transit-supportive development practices and roadway improvements. The following is a summary by year for projected revenue and expenditures by category.

Revenues	2009	2010	2011	2012	2013	2014	Total
Federal Grants	\$ 8,604,714	\$ -	\$ 1,261,585	\$ 1,940,843	\$ 2,368,499	\$ 431,433	\$ 14,607,074
State Grants	4,300,000	-	-	-	-	-	4,300,000
Other/Local Grants	5,850,804	715,756	-	-	-	-	6,566,560
Interest	761,622	147,624	(117,090)	(192,247)	(192,373)	(203,597)	203,939
Transfer In	2,500,000	10,600,000	16,200,000	13,000,000	15,500,000	16,167,240	73,967,240
Proceeds from Bond Debt	14,000,000	-	-	-	-	-	14,000,000
Use of Capital Reserves	30,699,903	11,284,185	2,505,253	4,181	374,132	(14,796,815)	30,070,839
Total Revenue	\$ 66,717,043	\$ 22,747,565	\$ 19,849,748	\$ 14,752,777	\$ 18,050,258	\$ 1,598,261	\$ 143,715,652

Expenditures	2009	2010	2011	2012	2013	2014	Total
Revenue Vehicles	\$ 4,406,960	\$ 13,857,213	\$ 18,806,120	\$ 14,159,975	\$ 16,674,176	\$ 1,160,169	\$ 69,064,613
Passenger Facilities	20,348,997	-	-	-	-	-	20,348,997
Base Facilities	19,031,150	886,079	208,227	-	-	-	20,125,456
Technology	19,029,876	7,095,594	352,508	281,320	833,210	281,944	27,874,452
Other	3,900,061	908,677	482,893	311,481	542,873	156,149	6,302,134
Total Expenditures	\$ 66,717,044	\$ 22,747,563	\$ 19,849,748	\$ 14,752,776	\$ 18,050,259	\$ 1,598,262	\$ 143,715,652



2009 - 2014 SIX-YEAR CAPITAL PLAN

Cost Center / Project Title	2009 new	2010	2011	2012	2013	2014	Total
<u>Transit Public Safety (645000)</u>							
Physical Security Enhanc.-CCTV	\$ 540,251	\$ 185,273	\$ 208,227	\$ -	\$ -	\$ -	\$ 933,750
Cost Center Subtotal	540,251	185,273	208,227	-	-	-	933,750
<u>Information Systems (262000)</u>							
Agency Plotter Replacement	-	32,445	-	-	-	-	32,445
Blade Server Enclosure	49,290	-	-	48,360	48,360	-	146,010
Data Storage Update	229,066	97,650	116,480	95,680	15,600	224,744	779,220
ESX Virtual Disaster System	-	-	-	-	-	-	-
GIS Update	-	-	36,400	-	-	-	36,400
Hastei Sign-Out Upgrade	-	-	-	-	-	-	-
Hastus Update (proj 255 closed)	-	323,163	-	-	320,085	-	643,248
LAN Equipment Replacement	15,900	5,250	83,200	33,280	36,400	5,200	179,230
Marketing Printer & Plotter	-	-	69,628	-	-	-	69,628
Network Management System	-	-	-	-	-	-	-
Reader Board	-	-	-	-	-	-	-
Server Replacement	74,200	52,500	46,800	97,760	157,040	52,000	480,300
SHUTTLE Software Replacement	-	-	-	-	-	-	-
Storage Area Network Update	260,642	-	-	-	255,725	-	516,367
VMWare Test System Lab	-	-	-	-	-	-	-
Marketing Printer/Plotter Replacement	-	-	-	-	-	-	-
Vinyl Cutter Replacement	-	-	-	6,240	-	-	6,240
Cost Center Subtotal	629,098	511,008	352,508	281,320	833,210	281,944	2,889,088
<u>Telecommunications (265000)</u>							
Telephone System Upgrade	-	119,144	-	-	-	-	119,144
Cost Center Subtotal	-	119,144	-	-	-	-	119,144
<u>Maintenance Bus (652000)</u>							
Bus Fleet Expansion	-	-	-	-	-	-	-
Rotating Electric Tester	-	-	-	-	-	-	-
Wheel Lift	-	-	-	-	-	-	-
Paint Booth Personnel Lift	-	-	-	-	-	-	-
Oil Filter Crusher	-	-	-	-	-	-	-
Wheel Alignment Equipment	-	-	-	-	-	-	-
Transmission Dynamometer	-	-	-	-	-	-	-
Bus Fleet Replacement	-	8,223,600	16,761,680	8,948,160	13,007,280	-	46,940,720
Bus Shop Equipment	62,457	412,328	152,964	65,647	21,637	15,316	730,349
Cost Center Subtotal	62,457	8,635,928	16,914,644	9,013,807	13,028,917	15,316	47,671,069



2009 - 2014 SIX-YEAR CAPITAL PLAN

Cost Center / Project Title	2009 new	2010	2011	2012	2013	2014	Total
<u>Maintenance Automotive (651000)</u>							
Auto Shop Diagnostic Equipment	29,206	19,705	16,561	18,372	15,908	-	99,752
Vanpool Fleet Replacement	1,677,005	2,973,600	1,516,819	1,131,187	1,645,363	811,200	9,755,174
Shuttle Vehicle Replacement	2,242,189	2,152,685	-	3,526,105	1,439,830	-	9,360,810
BusPLUS Fleet Replacement	487,765	507,329	527,621	554,523	581,703	348,969	3,007,910
Auto Shop Wheel Balancer	-	-	-	-	-	-	-
Support Vehicle Fleet Replacement	606,907	385,294	250,968	227,463	505,328	140,833	2,116,792
Public Safety Vehicle	81,090	-	-	-	-	-	81,090
Cost Center Subtotal	5,124,163	6,038,613	2,311,969	5,457,650	4,188,132	1,301,002	24,421,528
<u>Capital Facilities & Construction Projects (411000)</u>							
Building 4 Expansion	-	-	-	-	-	-	-
100th Street Driveway, Gate & Frontage	-	700,807	-	-	-	-	700,807
South Base Capacity	-	-	-	-	-	-	-
Main Base Capacity	-	-	-	-	-	-	-
96th Street Frontage & Gate	-	-	-	-	-	-	-
Park & Ride Study	-	-	-	-	-	-	-
Parkland Transit Center	-	-	-	-	-	-	-
Peninsula Park & Ride Phase I	-	-	-	-	-	-	-
121st Street Improvements	-	-	-	-	-	-	-
SR-7 WSDOT	-	-	-	-	-	-	-
Peninsula Park & Ride Phase II	-	-	-	-	-	-	-
Auto Facility Expansion	-	-	-	-	-	-	-
TDS Tenant Improvements	-	-	-	-	-	-	-
Waste Oil System Replacement	-	-	-	-	-	-	-
Tacoma Comm. College Transit Ctr. Study	-	-	-	-	-	-	-
Base Master Plan	-	-	-	-	-	-	-
Fabric Building	-	-	-	-	-	-	-
Cost Center Subtotal	-	700,807	-	-	-	-	700,807
<u>Facilities Management (653000)</u>							
Bus Wash Replacement	-	-	-	-	-	-	-
Replace Underground Bus Shop Hoists	-	-	-	-	-	-	-
Commerce Street Facility Improvements	-	-	-	-	-	-	-
Building 1 Improvements	-	-	-	-	-	-	-
Building 1 Locker Room	-	-	-	-	-	-	-
Unleaded Fuel Vapor Recovery System	-	-	-	-	-	-	-
CNG Filter System	-	-	-	-	-	-	-
Base Light Retrofit	63,600	-	-	-	-	-	63,600



2009 - 2014 SIX-YEAR CAPITAL PLAN

Cost Center / Project Title	2009 new	2010	2011	2012	2013	2014	Total
Bldg. 1 Gas Heater	159,000	-	-	-	-	-	159,000
CNG Emergency Generator	530,000	-	-	-	-	-	530,000
Bldg. 4 Mammoth HVAC Replacement	291,500	-	-	-	-	-	291,500
CNG Compressor Replacement	1,060,000	-	-	-	-	-	1,060,000
Garbage Compactor Upgrade	31,800	-	-	-	-	-	31,800
Cost Center Subtotal	2,135,900	-	-	-	-	-	2,135,900
<u>Project Management (263000)</u>							
Mobile Communications System	-	-	-	-	-	-	-
Regional Fare Integration (Smart Card)	-	-	-	-	-	-	-
Enterprise Content Management	-	-	-	-	-	-	-
Digital Camera System for Buses	-	-	-	-	-	-	-
High Line HR/Payroll System Upgrade	175,303	-	-	-	-	-	175,303
High Line HR/Payroll System Enhancement	271,433	-	-	-	-	-	271,433
Fare Box Replacement	-	6,465,443	-	-	-	-	6,465,443
Cost Center Subtotal	446,736	6,465,443	-	-	-	-	6,912,179
<u>Planning (451000)</u>							
Signal Priority Investmt. & Deployment Plan	-	-	-	-	-	-	-
Downtown Tacoma TSP II	-	-	-	-	-	-	-
Cost Center Subtotal	-	-	-	-	-	-	-
<u>Purchasing (231000)</u>							
Copier Replacement	49,820	91,350	62,400	-	-	-	203,570
Cost Center Subtotal	49,820	91,350	62,400	-	-	-	203,570
TOTAL	\$ 8,988,426	\$ 22,747,564	\$ 19,849,748	\$ 14,752,776	\$ 18,050,259	\$ 1,598,262	\$ 85,987,035





*Pierce Transit
received a national
award for its 2008
Daffodil Festival
bus graphics that
feature children
of employees.*





2009 BUDGET INSURANCE BUDGET

In brief:

Three categories of self-insurance -

Liability

Workers' Compensation

Unemployment Insurance

Reserve Requirement -

\$3,000,000

In 2009 -

A decrease of \$333,500 from the 2008 Amended Budget results from improved claims experience.

The Insurance Fund is used exclusively as a means of isolating and identifying all monetary transactions pertaining to administering the Agency's self-insurance programs including payment of claims, unemployment compensation benefits, and expenses to administer the self-insurance programs such as attorney fees and legal costs, supplemental insurance fees, and third party administration charges, and to the accumulation of cash reserves for such purposes.

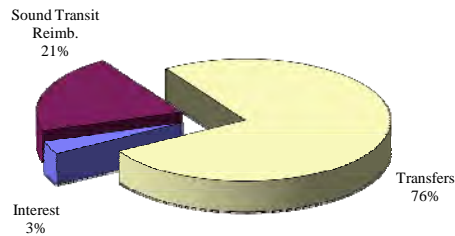
The reserve level is set to adequately protect the Agency from self-insurance risks. The risks associated with self-insurance and the adequacy of the reserve fund level is evaluated annually, with an appropriate contribution made to the insurance reserve to meet continued self-insurance requirements and to insulate the Agency from impacts on the operating budget associated with self-insurance claims. Any transfers, appropriations, or expenditure of the funds deposited in the insurance reserve fund require approval of the Board of Commissioners. The reserves generate interest earnings estimated at \$68,600 in 2009.

To augment the liability insurance fund, the Agency will purchase supplemental liability insurance of \$16 million in excess of a \$1 million deductible to ensure that the Agency has sufficient liability coverage to pay unusual and catastrophic claims without impacting operations. In addition, supplemental workers' compensation insurance will be purchased in the amount of \$25 million per occurrence. This insurance is in excess of the \$1.1 million self-insurance retention (deductible).

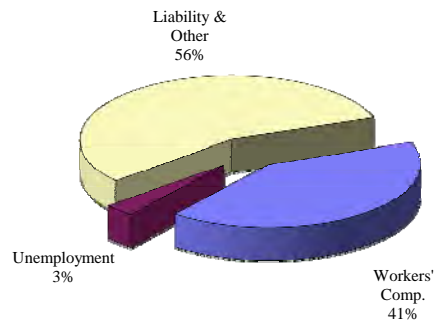
An Insurance Summary provides a comparison of the 2009 Budget with 2008 Budget. The insurance expenditures by account category are also included. Property and liability insurance costs are included in the Operating Budget.



Insurance Revenues & Transfers



Insurance Expenditures

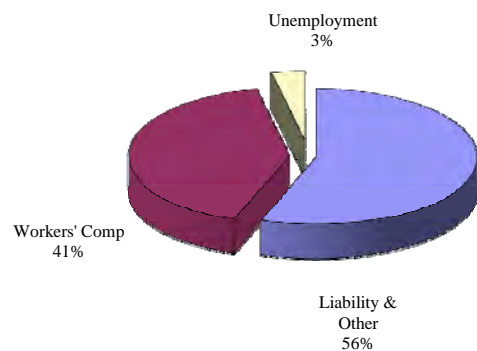


2009 BUDGET INSURANCE SUMMARY

(rounded to the nearest \$100)	2007 YEAR-END ACTUALS	2008 AMENDED BUDGET	2008 YEAR-END ESTIMATE	2009 BUDGET	% CHANGE 2009 BUDGET TO 2008 BUDGET
INSURANCE REVENUES					
REVENUES					
Liability Insurance Interest	\$246,400	\$181,400	\$109,400	\$55,000	-69.7%
Workers' Comp. Interest	98,700	21,100	22,600	9,700	-54.0%
Unemployment Insurance Interest	39,600	57,400	18,700	3,900	-93.2%
Sound Transit Reimbursement Liability	425,300	250,000	250,000	350,000	40.0%
Sound Transit Reimbursement Other	107,000	75,300	75,400	65,400	-13.1%
REVENUES	917,000	585,200	476,100	484,000	-17.3%
TRANSFERS					
Liability Insurance Transfer	738,800	357,200	164,700	196,900	-44.9%
Workers' Comp. Transfer	938,200	1,610,300	1,010,000	1,252,400	-22.2%
Unemployment Insurance Transfer	(535,000)	(984,700)	(480,000)	70,700	-107.2%
TRANSFERS	1,142,000	982,800	694,700	1,520,000	
REVENUES AND TRANSFERS	2,059,000	1,568,000	1,170,800	2,004,000	27.8%
BEGINNING BALANCES					
Liability Insurance	3,735,400	3,630,500	3,645,700	2,750,700	-24.2%
Workers' Comp. Insurance	750,200	418,600	755,200	487,800	16.5%
Unemployment Insurance	1,087,800	1,149,000	623,000	190,100	-83.5%
BEGINNING BALANCES	5,573,400	5,198,100	5,023,900	3,428,600	-34.0%
TOTAL INSURANCE REVENUES AND BEGINNING BALANCES	7,632,400	6,766,100	6,194,700	5,432,600	-19.7%
INSURANCE EXPENDITURES					
Liability and Other Insurance	1,509,200	1,419,100	1,419,100	1,352,600	-4.7%
Workers' Comp. Insurance	1,031,900	1,300,000	1,300,000	1,000,000	-23.1%
Unemployment Insurance	76,400	47,000	47,000	80,000	70.2%
INSURANCE EXPENDITURES	2,617,600	2,766,100	2,766,100	2,432,600	-12.1%
ENDING BALANCES					
Liability Insurance	3,636,600	3,000,000	2,750,700	2,000,000	-27.3%
Workers' Comp. Insurance	755,200	750,000	487,800	750,000	0.0%
Unemployment Insurance	623,000	250,000	190,100	250,000	0.0%
ENDING BALANCES	5,014,800	4,000,000	3,428,600	3,000,000	-25.0%
TOTAL INSURANCE EXPENDITURES AND ENDING BALANCES	\$7,632,400	\$6,766,100	\$6,194,700	\$5,432,600	-19.7%



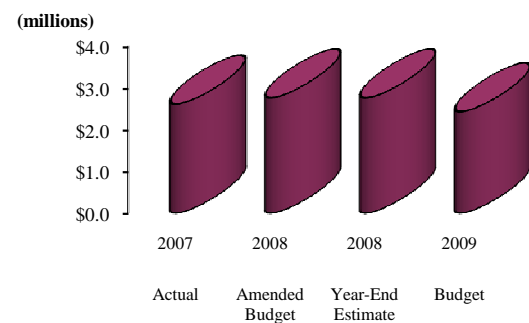
**2009 Budget
Insurance Expenditures**



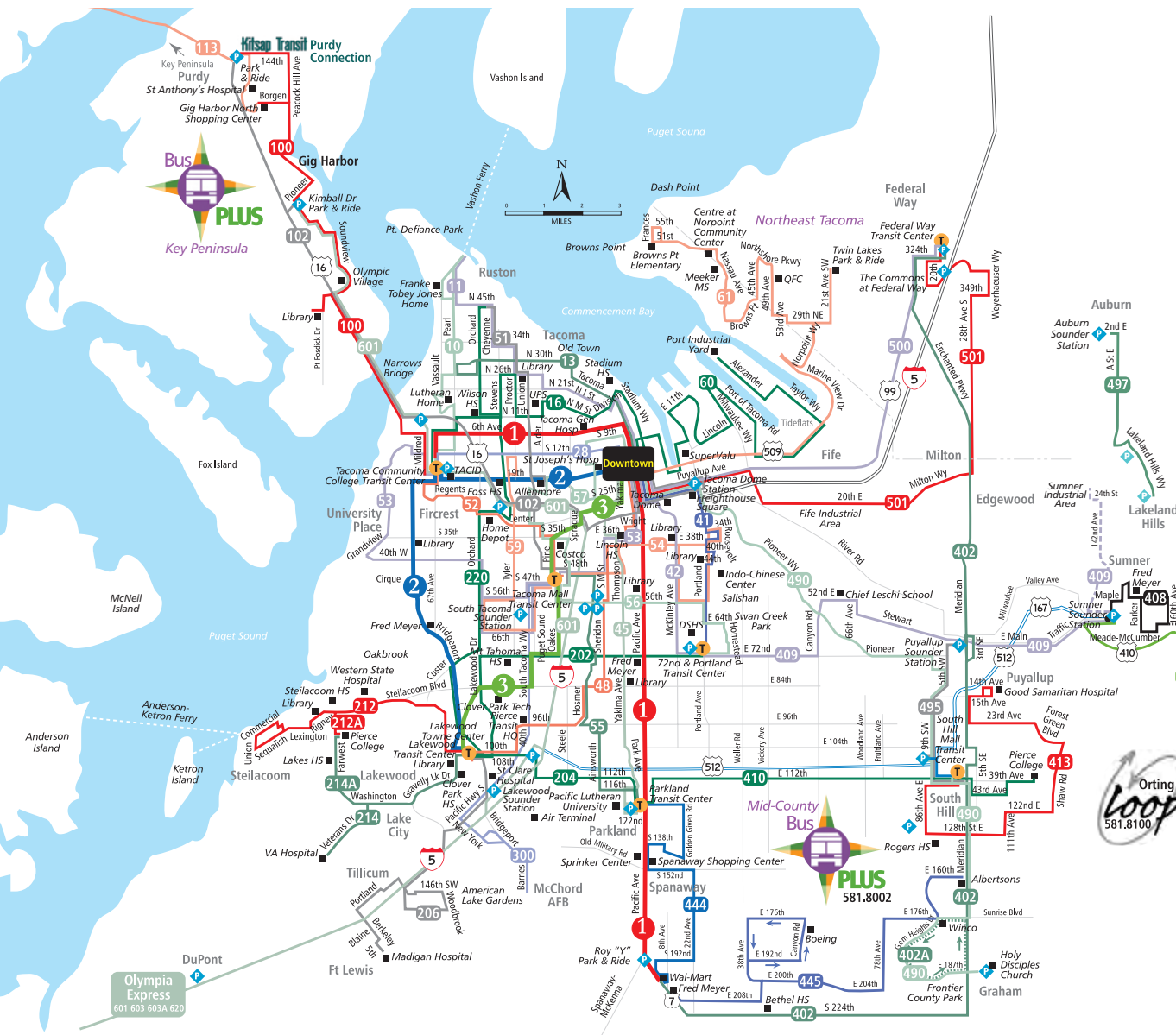
2009 BUDGET INSURANCE EXPENDITURE COMPARISON

Description	2007 ACTUAL	2008 AMENDED BUDGET	2008 YEAR END ESTIMATE	2009 BUDGET	% Change 2009 Budget to 2009 Budget
Liability & Other Insurance					
Liability	\$ 926,740	\$ 784,000	\$ 784,000	\$ 750,000	-4.34%
Light Duty	174,700	135,000	135,000	130,000	-3.70%
Professional Services	91,244	111,000	111,000	116,500	4.95%
Legal Services	179,276	225,000	225,000	155,000	-31.11%
Other Expenses	137,268	164,050	164,050	201,050	22.55%
Liability & Other Insurance	1,509,228	1,419,050	1,419,050	1,352,550	-4.69%
Workers' Comp. Insurance	1,031,949	1,300,000	1,300,000	1,000,000	-23.08%
Unemployment Insurance	76,377	47,000	47,000	80,000	70.21%
TOTAL SELF-INSURANCE	\$ 2,617,554	\$ 2,766,050	\$ 2,766,050	\$ 2,432,550	-12.06%

Expenditure Summary

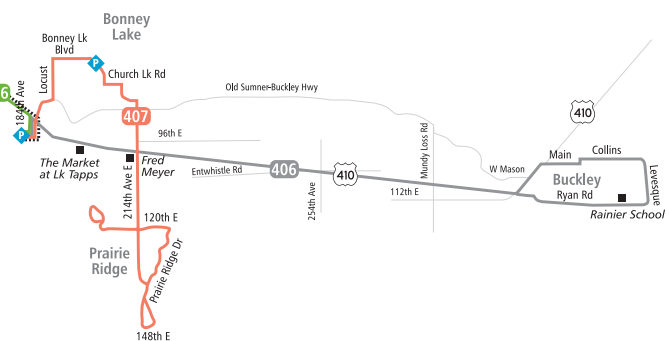






Pierce Transit System Map

Pierce Transit is the second largest transit agency in Washington State, serving Pierce County's residents in a 414 square mile area.



- Legend:**
- Park & Ride
 - Transit Center
 - Route Number



2009 BUDGET ACRONYM LIST

Acronyms are words formed from the initial letters of other words most commonly used in the context of the budget.

ADA – American Disabilities Act
APTA – American Public Transportation Association
CAFR – Comprehensive Annual Financial Report
CMAQ – Congestion Mitigation & Air Quality Program
CNG – Compressed Natural Gas
CTR – Commute Trip Reduction
DOT – Department of Transportation
FTA – Federal Transit Administration
FY – Fiscal Year
GFOA – Government Finance Officers Association
ISTEA – Intermodal Surface Transportation Efficiency Act
JARC – Job Access and Reverse Commute
PCEI – Pierce County Economic Index
PL – Public Law
PT – Pierce Transit
PTBA – Public Transportation Benefit Area
RCW – Revised Code of Washington
SAFETEA-LU – Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
SEA-TAC – Seattle Tacoma
SHUTTLE – Specialized Transportation
ST – Sound Transit
SUV – Special Use Van
TANF – Temporary Aid to Needy Families
TDP – Transit Development Plan
TDS – Tacoma Dome Station
USDOT – United States Department of Transportation
UZA – Urbanized Area
VP – Vanpool
WSDOT – Washington State Department of Transportation
YE – Year End



2009 BUDGET GLOSSARY

Accounting System – Pierce Transit is a single enterprise that uses the accrual method of accounting. Under this method of accounting, revenues are recorded when earned and expenses are recorded as soon as they result in liabilities for benefits received.

Accrual Accounting – A basis of accounting in which revenues and expenses are allocated to the year in which they are incurred, as opposed to when cash is actually received or spent.

Accrual Basis – The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.

ADA Americans With Disabilities Act – Federal legislation mandating specific requirements for vehicles and facilities to accommodate the disabled.

Agency – As a government agency, Pierce Transit is often referred to as “the Agency” in this document and in other Pierce Transit publications.

Annual Ridership – The total number of passenger boardings on fixed route, SHUTTLE, or vanpool in a year.

Annual Service Hours – The number of hours of service provided during one year.

Appropriation – A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

APTA – American Public Transit Association. National, nonprofit trade association representing the public transit industry.

Basis of Accounting – The term that describes the criteria governing the timing of the recognition of transactions and events.

Bond – Long-term debt issued by an agency to help finance new acquisitions of property, facilities and equipment.



2009 BUDGET GLOSSARY

Budget – A financial plan to allocate financial resources to personnel, equipment, and facilities to deliver transit services to the public. It serves four main purposes: a policy statement, an operation guide, a financial plan, and a communication device.

Budget Amendment – A budget amendment is a formal action of the Board of Commissioners. An amendment is required in accordance with the Agency budget procedures.

Budget Revision – A budget revision is a record of change to the budget. A completed budget revision form is required for a revision.

Bus PLUS – Bus PLUS means transit services differentiated from fixed route service by customer-initiated deviations from routes or schedules. Bus PLUS service does not require complementary ADA paratransit service. The service may replace existing fixed route and paratransit service or may be introduced into areas where service has not previously been provided.

Capital Budget – The Capital Budget is a portion of the annual budget that appropriates funds for the purchase of capital items. It includes funds for capital purchases such as vehicles, construction of new facilities, maintenance machinery, and off-site improvements. In addition, payroll costs and supplies may be capitalized if they are a portion of a project greater than \$5,000. These items are distinguished from operating items due to their value (greater than \$5,000) and projected useful life (greater than one year). Effective 2002.

Capital Fund Account – An account used to segregate a portion of the Agency's equity to be used for future capital program expenditures. The amount of the capital account is roughly equal to the Agency's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

Congestion Mitigation & Air Quality Program (CMAQ) – A federal program that funds transportation projects that will contribute to meeting the attainment of national ambient air quality standards.

Cost per Passenger – The cost of carrying each passenger. This is determined by dividing the total cost of carrying all passengers by the total number of passenger trips.



2009 BUDGET GLOSSARY

Cost per Vehicle Mile – The cost of traveling one mile. This is determined by dividing the total cost of providing service by the total number of miles traveled.

Deadhead Time – The number of hours a bus is traveling while not in revenue service. Includes travel between the garage and the beginning/end of a route or travel between two routes when the vehicle is not actually in service.

Debt – The amount of money required to pay interest and principal on the Agency's borrowed funds.

Debt Service – The annual debt service requirements and future debt service schedule associated with the bonds currently outstanding as determined by the debt policy. Debt service includes the principal and interest payment obligations for the defined periods.

Dedicated Funds – A term used to indicate the purposes (insurance or capital) for which the Agency's year-end balances may be used.

Department – An organizational unit responsible for carrying out major Agency functions, such as transportation services, and human resources.

Division – A sub-organizational unit of a Department responsible for achievement of specific Agency objectives such as service support, facilities management, and purchasing.

DOT – See USDOT and WSDOT

Encumbrances – A classification of expenditures committed for goods or services for which cash payments have not been made.

Enterprise Fund – An enterprise fund is a type of proprietary fund used to account for a government's business-type activities. An enterprise fund may be used to report any activity for which a fee is charged to external users for goods or services. Enterprise funds are commonly used by transit districts to focus attention on the cost of providing services, and they serve to highlight the portion of that cost being borne by taxpayers.



2009 BUDGET GLOSSARY

Expenditures – Decrease in net current assets. Expenditures include debt service, capital outlays, and those current operating costs that require the use of current assets.

Expenses – Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

Express – A segment of fixed route service that operates between major commuting centers without intermediate stops. This service is designed to be faster and more direct than local fixed route service. Total express is made up of Seattle Express, which is operated for Sound Transit and other express service representing service to Olympia, Federal Way, and the Gig Harbor Peninsula.

Farebox Recovery Ratio – The amount of total fares collected divided by total costs. This ratio indicates how much the passenger provides toward the total cost of service.

Fiscal Year – The fiscal year for Pierce Transit is the calendar year. January 1 through December 31.

Fixed Route – Bus operations that adhere to a published schedule on specific routes.

Full-time Equivalents (FTEs) – A unit used for measuring personnel according to the percentage of hours worked annually, based on a 40-hour workweek.

Fund – A fiscal or accounting entity with a self-balancing set of accounts. A fund is established for the purpose of carrying on specific activities in accordance with specific limitations.

Grants – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending on the purpose of the grant.

Insurance Fund Account – This account reflects the Agency's self-insured risk management programs: liability, workers' compensation, and unemployment benefits. Operating funds pay an appropriate premium into this fund, which then pays all valid claims. Dedicated cash funds to cover potential claims have been accumulated and are maintained in this account. These funds are restricted in their use.



2009 BUDGET GLOSSARY

ISTEA – Intermodal Surface Transportation Efficiency Act of 1991. Legislation authorizing funds for highways and mass transportation for 1992 – 1997.

JARC – Job Access and Reverse Commute program. A grant funding support van services for Temporary Aid to Needy Families (TANF) and Welfare to Work recipients to transport eligible individuals with low income to and from jobs and activities related to their employment.

Layover Time – The time a bus is not in service between two scheduled trips.

Local Service – Fixed route bus service which travels within the local service area and makes regular and frequent stops. Pierce Transit's local service area extends north to Browns Point and Fife, south to Graham and DuPont, west to University Place and Key Center (on the Gig Harbor Peninsula), and east to Enumclaw and Buckley.

Maintenance and Operation Expenditures (M&O) – This term refers to expenditures paid to obtain goods or services; including such items as services, supplies, fuel, utilities, insurance, etc. This category does not include personnel or capital expenditures.

Mission Statement – This statement defines the purpose of Pierce Transit, thus providing long-term guidance to the Agency. This Mission Statement is the basis of the Agency's annual goals and objectives.

Modified Accrual Basis of Accounting – This method recognizes increases and decreases in financial resources only to the extent that they reflect near-term inflows or outflows of cash. Non-revenues and expenditures, including capital grant receipts, and capital acquisitions are budgeted on an accrual basis. Debt service principal is budgeted on a cash basis.

Net Cost per Passenger – A measure of the cost-effectiveness of a transit system. This is determined by subtracting total fare revenue from the total cost of providing service, divided by the number of passenger trips.



2009 BUDGET GLOSSARY

Operating Budget – A plan of expenditures and proposed sources of financing current service. The operating budget does not include capital or dedicated funds. The principle sources of revenue are operating income, sales tax, investment income and grants. All departments are financed through this budget.

Operating Expenditures – This term refers to the outflow of funds paid, or to be paid, for current goods and services.

Operating Revenue – Funds that the Agency receives as income to pay for ongoing operations. It includes such items as: taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Passengers per Vehicle Hour – The number of passenger trips taken during one hour of service. This is calculated by dividing the total number of service hours by the number of passenger trips.

Performance Indicators – Measures by which Pierce Transit evaluates the effectiveness and efficiency of its operations.

Personnel – This item includes the cost of all salaries, wages, overtime, and benefits associated with the Agency's staff.

Platform Hours – At Pierce Transit, the terms platform hours and service hours are interchangeable (see Service Hours).

Regional Fare Coordination Project (Smart Card) - The Regional Fare Coordination (RFC) Contract, Joint Consultant contracts, and the combined Agency activities related to the RFC System. The System, which comprises Community Transit, Everett Transit, Kitsap Transit, King County Metro, Pierce Transit, Sound Transit, and Washington State Ferries, will provide a common, non-cash fare system throughout the Agencies' service areas.

Replacement – Capital items having reached the end of a minimum normal service life.



2009 BUDGET GLOSSARY

Reserve – An account used to segregate a portion of fund balance to indicate that it is not available for expenditures; or an account used to segregate a portion of fund equity as legally set aside for a specific future use.

Revenue Hours – A calculation of service based on the number of hours a vehicle is in service providing passenger trips (and is potentially collecting fare revenue). Revenue hours do not include deadhead time but do include layover time between trips.

Revenue Miles – A calculation of service based on the number of miles in which a vehicle is in service providing passenger trips (and is potentially collecting fare revenue).

Revenue per Passenger – The amount of revenue received per passenger trip. This is calculated by dividing the total amount of fares collected by the total number of passenger trips.

Revenue Vehicle – Any vehicle which provides service resulting in fare revenue for the Agency.

SAFETEA-LU – Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users. Reauthorization of the federal surface transportation program covering the time periods 2005-2009.

Sales Tax – Tax on certain forms of consumption levied by the State of Washington within the service district for the Agency in the amount of six-tenths of one percent (0.6 percent) (effective 7/1/02).

Sea-Tac – The general geographic area between Seattle and Tacoma.

Self-insurance – The items determined to be administered by the Agency rather than covered by an insurance policy. The costs may include liability claims, workers' compensation, unemployment compensation benefits, related attorney fees and legal costs, supplemental insurance fees, and third party administration charges. The liability claims may be augmented by purchased supplemental liability insurance to insure the Agency has sufficient liability coverage to pay unusual and catastrophic claims without impacting operations.



2009 BUDGET GLOSSARY

Service Hours – A calculation of service based on the number of hours a vehicle is on the road (includes revenue, recovery and deadhead hours) (also referred to as “Platform Hours”).

Service Miles – A calculation of service based on the number of miles a vehicle is on the road (includes revenue, recovery, and deadhead miles but not training or maintenance road test miles).

SHUTTLE – see Specialized Transportation also known as SHUTTLE.

Smart Card – see Regional Fare Coordination Project.

Sound Transit – Regional Transit Authority. A cooperative known as “Sound Transit” which includes Pierce, King, and Snohomish counties, established to implement a regional, integrated, transit system throughout the Puget Sound area.

Specialized Transportation – A major Agency program whereby transportation services are provided to the area disabled.

Transfers – Amounts transferred from the operating budget to the insurance and capital budgets. These amounts represent the annual contribution to these budgets.

USDOT – United States Department of Transportation. The federal agency responsible for overseeing, regulating and providing financial assistance to ensure safe, effective national transportation systems including the Federal Transit Administration.

Vanpool – A group of 5 to 15 people sharing the ride in an 8, 12, or 15-passenger van.

Vehicle Hours – Aggregation of time during which a transit vehicle leaves the operating base, is available for service, and returns to the operating base. Includes layover and deadhead hours.

Working Cash – Excess of readily available assets over current liabilities or cash on hand equivalents that may be used to satisfy cash flow needs.

2009 BUDGET GLOSSARY

WSDOT – Washington State Department of Transportation. The state agency responsible for carrying out state transportation programs including public transportation.

