



2006  
Pierce Transit  
**BUDGET**   
*Lakewood, Washington*

*The photograph on the cover of this document features the Pierce Transit modes of transportation. Included are Vanpool, BusPLUS, Specialized Transportation (SHUTTLE), and 30' and 40' buses.*

*Photos taken by Lind Simonsen*

3701 96<sup>th</sup> Street S.W.  
P.O. Box 99070  
Lakewood, WA 98499-0070  
253-581-8080  
Fax 253-581-8075



## **2006 BUDGET**

Fiscal Year January 1, 2006 through December 31, 2006

DON S. MONROE  
Chief Executive Officer

Prepared By  
The Finance and Administration Department

WAYNE FANSHIER  
Vice President, Finance and Administration

CATHIE REID  
Budget Manager

KELLI MULDOON  
Budget Analyst

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

For budget and other information about Pierce Transit visit [www.piercetransit.org](http://www.piercetransit.org)



## 2006 BUDGET READERS GUIDE

### In brief:

The adopted budget document contains a variety of 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 Agency 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, Operations, Maintenance, Technology & Transit Development, Human Resources, and Finance & Administration**. The divisions in each department are included.

The **Introduction** contains the Board of Commissioners page, Organizational Chart, Budget Transmittal, the Budget In Brief, Fact Sheet and Resolution of adoption of the budget, information about Our Community, Agency Overview, and the Strategic Business Plan.

The **Budget Summary** provides a Financial Overview of the budget, Ending Balances Requirements, Debt, Personnel Summary and Detail of Changes, Strategic Approach to the Budget, Financial Policies and Goals, Basis of Budgeting, The Budget Process, Annual Budget Development Calendar, Mission, Objectives, and Performance Measures, and Performance Measures. The Financial Overview provides a comparison between the 2004 year-end actuals, 2005 amended budget, 2005 year-end estimate, and 2006 budget totals. The Performance Measures section includes operating and performance information for service modes.

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

The **Capital Budget** includes a Capital Improvements Summary, Capital Summary of financial comparisons, Capital Budget Summary by Department, Capital Budget by Division/Project, and Capital Budget Operating Costs.

The **Insurance Budget** includes an Insurance Summary and Insurance Expenditure Comparisons.

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



## 2006 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.

See the Appendix for information about our community.

### ***To find:***

- The overall policies which guide the 2006 Budget
- The Agency's major expenditures and revenue sources
- The long-term financial outlook of the Agency
- Capital projects planned for 2006
- How Pierce Transit is organized
- Employees budgeted for 2006
- Performance measures
- Ridership
- Primary responsibilities of the department
- Comparison of 2005 amended, 2005 year-end estimate, and 2006 budgeted expenditures
- Budget expenditures by division

### ***Refer to:***

Chief Executive Officer's Budget Transmittal; Budget In Brief

Overall Summary

The Next Six Years; Financial Forecast

2006 Capital Budget

Pierce Transit Organizational Chart and Agency Overview

2006 Personnel Summary

Performance Measures

Performance Measures

"Department Description" for the Department

"Department Expenditure Summary" for the Department

"2006 Budget Department Expenditure" for the Department

### ***Section:***

Introduction

Budget Summary

Introduction

Capital Budget

Introduction

Budget Summary

Budget Summary

Budget Summary

Department

Department

Department

### ***Page(s):***

11 & 14

65

58-62

245

10 & 44

75

93

102

See Table of Contents

See Table of Contents

See Table of Contents



---

## 2006 BUDGET TABLE OF CONTENTS

---

	Page
Readers Guide .....	2
Quick Reference Guide.....	3
 <b>Introduction</b>	
Pierce Transit Board of Commissioners.....	9
Organizational Chart .....	10
2006 Budget Transmittal.....	11
Budget In Brief	
Agency Summary .....	14
Operating .....	16
Revenues .....	17
Expenditures .....	19
Capital .....	23
Insurance.....	24
Debt.....	24
Ending Balances .....	24
Economic Outlook.....	25
Conclusion .....	26
Fact Sheet .....	27
Resolution.....	30
Government Finance Officers Association (GFOA) –	
Distinguished Budget Presentation Award.....	40
Our Community .....	41
Agency Overview .....	44
Services Provided by Pierce Transit.....	46
Our Customers .....	50
Physical Plant .....	51
Strategic Business Plan	
Business Planning Process .....	55
Business Planning Process Diagram.....	57
The Next Six Years .....	58
2006 – 2011 Financial Forecast Operating Revenues and Expenditures.....	60
2006 – 2011 Financial Forecast Ending Balances .....	62

## Budget Summary

Financial Overview	
Overall Summary .....	65
Operating Summary – Revenues .....	66
Operating Summary – Expenditures.....	67
Capital Summary .....	68
Insurance Summary.....	69
Ending Balances .....	70
Ending Balances Requirements .....	71
Debt.....	72
Personnel Summary .....	75
Detail of FTE / Position Changes .....	78
Strategic Approach to the Budget.....	81
Financial Policies and Goals.....	82
Basis of Budgeting .....	85
The Budget Process.....	88
Annual Budget Development Calendar .....	91
Mission, Objectives, and Performance Measures.....	93
Performance Measures.....	96
Performance Measures Comparison.....	98
Operating Information .....	100
Operating, Performance, and Fare History.....	102
Fixed Route Statistics by Service Type.....	104
Ridership and Cost/Passenger by Service Type.....	105
Hours and Cost/Hour by Service Type.....	106
Miles and Cost/Mile by Service Type .....	107

## Operating Budget

Operating Budget	
In Brief .....	109
Revenues.....	110
Expenditures .....	116
Agency Expenditure Comparison.....	123

## Department Budgets

Executive Department .....	125
Administration .....	132
Public Relations .....	134
Operations Department .....	137
Administration .....	144
Safety & Training .....	146
Service Coordination .....	148
Specialized Transportation .....	150
Transit Public Safety .....	154
Transit Services.....	156
Maintenance Department .....	161
Administration .....	168
Facilities Maintenance.....	170
Maintenance Automotive .....	172
Maintenance Bus .....	174
Maintenance Safety .....	176
Maintenance Training.....	178
Technology & Transit Development Department.....	181
Administration .....	190
Bus Stop Program .....	192
Capital & Grants Administration .....	194
Capital Development & Construction Projects .....	196
Community Services (ADA, CTR, VP) .....	199
Information Systems.....	206
Marketing.....	208
Operations Planning .....	210
Project Management.....	212
Human Resources Department .....	215
Human Resources .....	222
Risk Management .....	224
Finance & Administration Department .....	227
Administration .....	234
Accounting .....	236
Administrative Services .....	238
Budgeting .....	240
Purchasing & Warehousing.....	242

## **Capital Budget**

Capital Budget.....	245
Capital Improvements Summary .....	247
Capital Summary.....	250
Capital Budget Summary by Department .....	251
Capital Budget by Division / Project.....	252
Capital Budget Operating Costs .....	258

## **Insurance Budget**

Insurance Budget.....	261
Insurance Summary.....	262
Insurance Expenditure Comparison .....	263

## **Appendix**

Service Area Map.....	Divider
Acronym List.....	265
Budget Glossary .....	266





## Emerging Markets

Fifty years ago, Downtown Tacoma and the port industrial area were Pierce County's major employment sites. In those days, most people worked an 8 to 5 fixed shift, Monday through Friday. Today, most county residents work elsewhere and an increasing number are working non-traditional hours. Travel habits are so different that no single transportation service will meet everybody's travel needs. In response to this diversity, a variety of popular public transportation alternatives have been developed, including local and express bus services, demand responsive services, vanpools and ridesharing. Most notable is the success of an innovative service called Bus PLUS.

Unlike traditional bus service that operates only along a designated route, Bus PLUS stops at scheduled times at specific locations and adjusts its route to serve additional locations by request. Riders have the option of being picked up at a scheduled stop or scheduling a pick up at other pre-approved locations. Bus PLUS uses 24-foot-long vans to serve neighborhoods that do not have the population densities needed to support normal fixed route services. All the vans are wheelchair equipped and provide ADA services.

Following the success in the Key Peninsula area, the second Bus PLUS began serving a 110 square-mile area in central Pierce County, an area not previously served by transit. A third Bus PLUS now serves northeast Tacoma, Browns Point, Dash Point, and the southwest Federal Way area.

This successful service reflects Pierce Transit's collaborative effort with the community to redesign transit service to better serve the residents and businesses of these neighborhoods. By providing convenient bus stop locations, service to popular destinations, and connections with other transit services, Pierce Transit provides public transportation options that are popular with the community.



# 2006

## Pierce Transit

### BOARD OF COMMISSIONERS

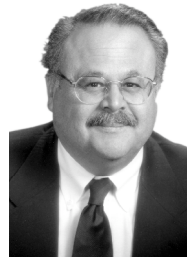
#### Principal Officials



Commissioner  
**Bill Baarsma**  
Mayor, City of Tacoma  
*Chairman*  
Term Expires 5/1/07



Commissioner  
**John Ladenburg**  
Pierce County Executive  
*Vice Chairman*  
Term Expires 5/1/08



Commissioner  
**Mike Deal**  
Cities of Puyallup/  
University Place  
Term Expires 5/1/06



Commissioner  
**Dave Enslow**  
Small Cities and Towns  
Term Expires 5/1/07



Commissioner  
**Calvin Goings**  
Pierce County Council  
Term Expires 5/1/06



Commissioner  
**Bill Harrison**  
Lakewood City Council  
Term Expires 5/1/08



Commissioner  
**Terry Lee**  
Pierce County Council  
Term Expires 5/1/07



Commissioner  
**Tom Stenger**  
Tacoma City Council  
Term Expires 5/1/08

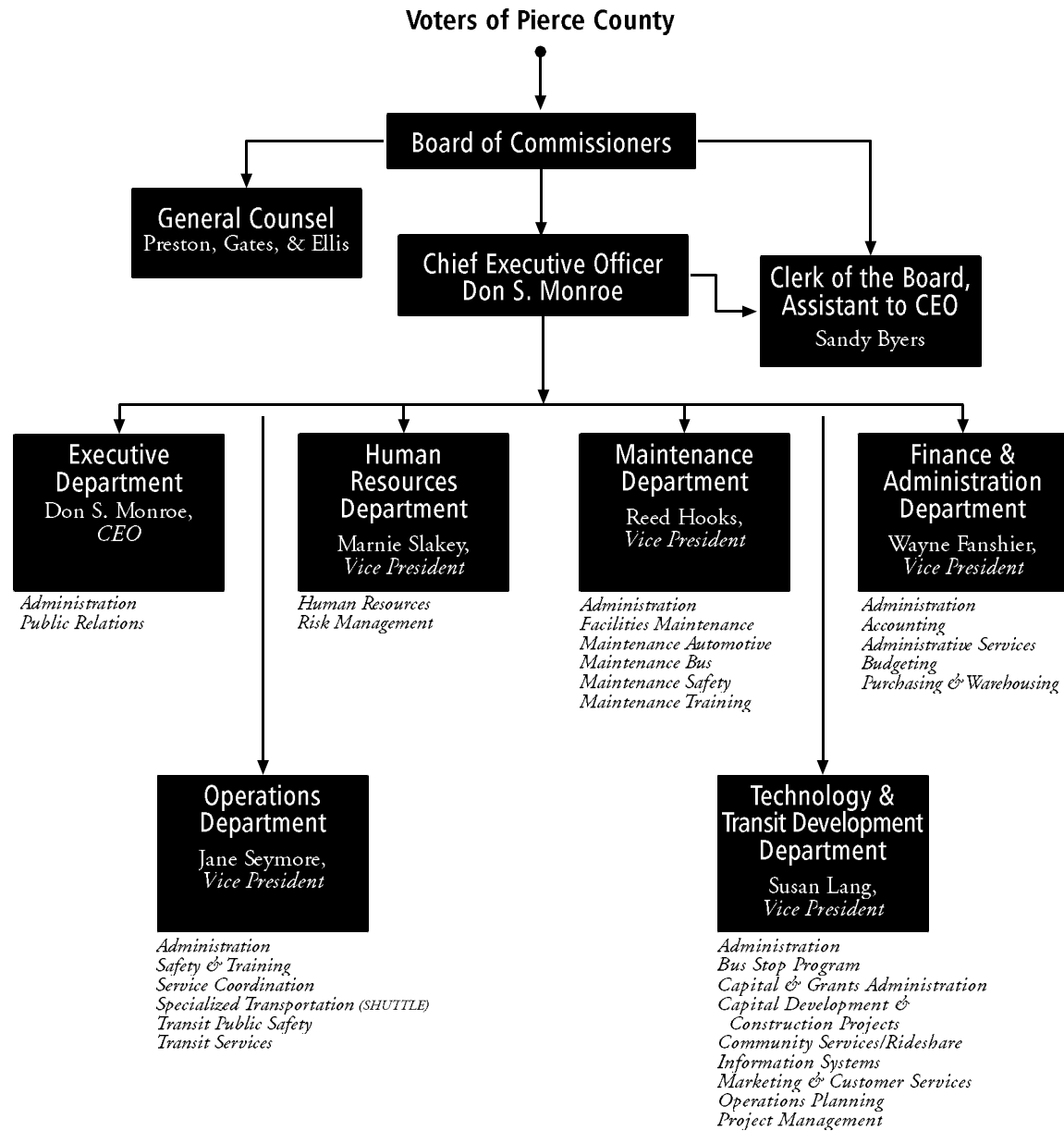


Commissioner  
**Rick Talbert**  
Tacoma City Council  
Term Expires 5/1/06

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.

**PIERCE  
TRANSIT**

# 2006 Pierce Transit ORGANIZATIONAL CHART





## 2006 BUDGET TRANSMITTAL

### In brief:

A balanced budget

Fiscally prudent

Sustainable

Reflects cost containment

Aligned with Six-Year Plan

Revenues support expenditures

Meets designated balance  
requirements

Funds operating, capital, and  
insurance programs

**DECEMBER, 2005**

**TO: PIERCE TRANSIT BOARD OF COMMISSIONERS, CITIZENS AND EMPLOYEES**

**FROM: DON S. MONROE, CHIEF EXECUTIVE OFFICER**

I am pleased to present the 2006 Pierce Transit Budget as adopted by the Board of Commissioners on December 12, 2005. The 2006 Budget is in response to Pierce Transit's mission to "Deliver outstanding transportation services that match our customers' needs." The budget supports this mission. It is a balanced budget that is fiscally prudent and sustainable. The 2006 budget recognizes changing demographics that necessitate shifting service and capital investments to meet market demands. It also provides modest service increases while anticipating the capital and operating needs of the next six years.

The service initiatives that were first identified in the *2004-2009 Strategic Business Plan* will continue to be implemented throughout 2006. The plan stresses improvements to the system's most productive transit routes. Our goals for the coming year also include improving on time performance of current operations and addressing new and emerging market segments. Another major initiative in 2006 will be on ridership development by expanding the range of efficient services such as route configuration in the North end of Tacoma, further utilization of BusPLUS, and expanded development of express bus service in the SR16 corridor. We will be working to maximize ridership gains by reinvesting hours from low productivity routes to those more productive.

Route improvements are projected to increase fixed route service hours by 1.8%. This is comprised of a 2.8% increase for Pierce Transit and a 1.5% decrease for Sound Transit. Service miles for 2006 are projected at 12,739,796, a 4.3% increase for Pierce Transit and a 1.5% decrease for Sound Transit. Ridership on Pierce Transit fixed route service is estimated to increase 0.8% to 12,300,000 in 2006. Sound Transit bus ridership is expected to remain at 2,100,000. Specialized Transportation (SHUTTLE) ridership is projected to increase by 1.9% for a total of 442,410, with Vanpool ridership increasing 4.4% to 764,000. The combined total results in an annual ridership projection of 15,606,810.



## 2006 BUDGET TRANSMITTAL

### Major Initiatives:

Expanding range of effective and efficient services

Public relations and ridership development

Mobile communication system

Smart Card fare integration project

Peninsula Park & Ride

We will continue work on major projects including the replacement and upgrading of our mobile communication system, testing of the Regional Fare Integration project (Smart Card), and development of a new Peninsula Park and Ride facility. Customer-directed improvements will also be made with facility improvements to bus stops, shelters, transit centers, and vehicle replacements.

The overall objective to this year's budget is increasing efficiency. Performance measures will be reviewed in 2006 focusing on the most important operational aspects. Department goals, objectives, and measurements will be correlated with the Agency Strategic Business Plan.

Increasing productivity and efficiency translates into cost control. This budget holds the growth in the cost per hour to 4.3% over 2005, while recognizing major items such as negotiated wage rates, mandated benefits, utilities and rising fuel costs. Fuel costs, representing approximately 7% of the operating budget, are increasing \$1.8 million or 37% and are a significant portion of the budget. Future fuel cost remains uncertain and is an expense we will continue to monitor closely.

A new three-year contract, effective July 1, 2005 with the Amalgamated Transit Union, Local 758, AFL-CIO, was ratified by the union on October 27, 2005 for a three-year period. This agreement provides a predictable wage cost for planning purposes through June 30, 2008. Negotiations with our medical plan providers and employee contributions have helped to reduce the escalating costs of health care benefits. Looking forward, medical insurance premium increases are likely to continue and state pension rates are scheduled for increases in the coming years.



## 2006 BUDGET TRANSMITTAL

The proposed budget includes a fare structure revision effective March 1, 2006. Escalating fuel prices are necessitating a surcharge to help cover the dramatic rise in fuel costs. Adult fares will be increased \$.25 from \$1.25 to \$1.50 for the first time since 2002. A discounted fare for seniors and disabled will increase \$.25 from \$.50 to \$.75 for the first time since 1999. Youth will be eligible for a cash fare of \$.75 (currently \$1.25). These changes will help offset rising fuel prices, simplify fares, and encourage youth ridership.

Sales tax revenues continue to show improvement in 2005 with projections for 2006 growth at 6%. This revenue, which comprises 67% of the operating budget, will enable continuing modest service improvements. Revenue projections are based on the local economy growing at a moderate pace and inflation at 2.4%.

Although the budget represents one year, we are always keeping an attentive eye on the future. The budget is our annual economic blueprint that is driven by our Six-Year Financial Plan. Within the next six years, Pierce Transit will implement a program of modest service increases each year, improve and increase the capacity of our park and ride facilities, install additional bus stop shelters, and implement a Regional Fare Coordination project (Smart Card) for fare collections. Together, these and other improvements will contribute to the efficiency, effectiveness, and convenience of the Agency's services.

The specifics of our 2006 Budget and the factors contributing to the changes from 2005 follow.

  
Don S. Monroe, Chief Executive Officer



### In brief:

Pierce Transit is a single enterprise fund. The 2006 preliminary balanced budget totals \$152,581,500. Internal transfers are \$4,782,400 resulting in a net budget of \$147,799,100.

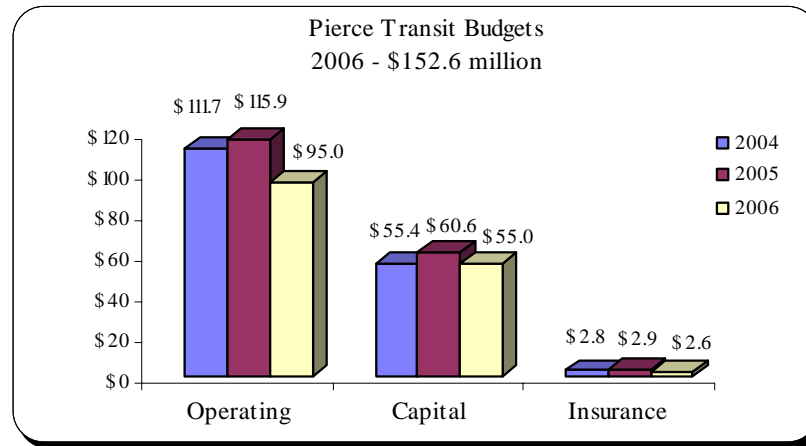
The Board of Commissioners appropriates all funds. The fund structure in the budget is the same as the audited financial statements.

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. 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.

## 2006 BUDGET IN BRIEF

### Agency Budget Summary



The operating fund is the primary fund of the Agency. The budget includes revenue from fares, advertising, sales tax, federal (preventive maintenance) and state grant funding for operating projects, reimbursement from Sound Transit for the Seattle Express service, interest earnings on the operating fund balance, and other operating revenue. The operating budget expenditure categories include wages and benefits, maintenance, and operating costs.

The capital budget revenues include federal and state grant funding, interest earnings on the capital reserve balance, and transfers from the operating fund. Capital expenditures include the acquisition of replacement and expansion vehicles, design and construction of passenger facilities and base improvements, technology projects, and the acquisition of information systems, communication systems, and administrative and maintenance equipment.

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.





## 2006 BUDGET IN BRIEF

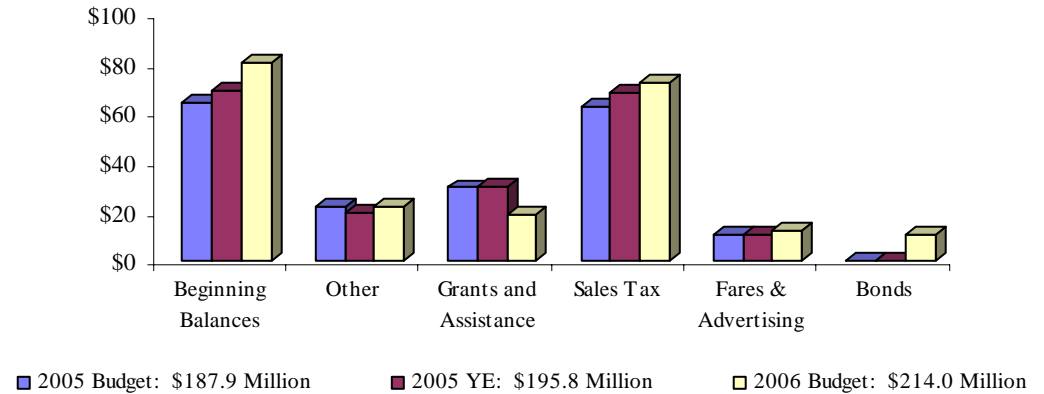
### A look at the future and the past

A comparison of revenues and expenditures including beginning balances and ending balances for 2005 Budget, the 2005 year-end estimates, and 2006 Budget is shown.

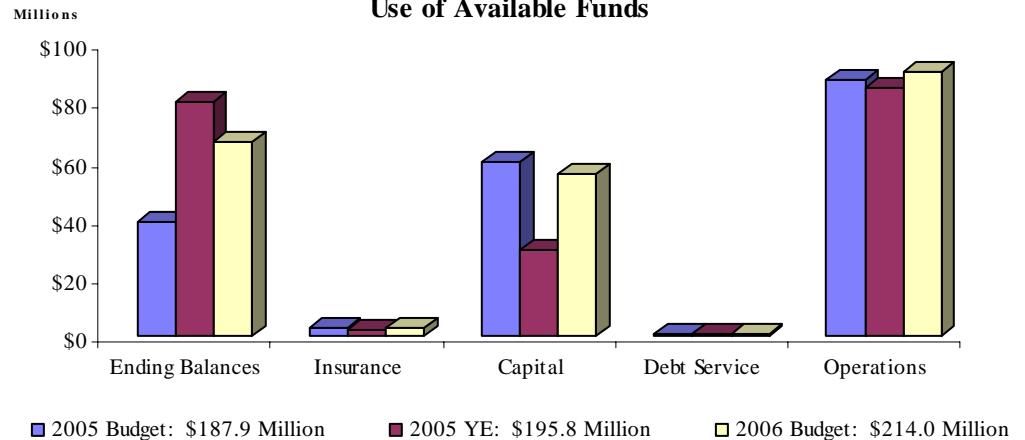
The major changes in 2006 revenues are a fare increase and sales tax projections. A decrease in operating assistance reflects the completion of an agreement with Pierce County for the use of prior years federal formula funds.

Expenditure increases are driven by service increases, system growth, increased personnel costs for wage and labor agreement adjustments, health and retirement benefits, fuel and utility costs, and capital grants.

**Source of Available Funds**



**Use of Available Funds**





## 2006 BUDGET IN BRIEF

### In brief:

The budget includes operating revenues, operating expenditures, debt service, and transfers defined as follows.

Operating Revenues – Funds received to pay for ongoing operations.

Operating Expenditures – Funds paid for the cost of providing services.

Debt Service – Amount of money required to pay interest and principal on the Agency's borrowed funds.

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

### Operating Budget

The 2006 operating revenues of \$107,455,700 support the operating expenditures of \$89,027,300. The operating budget revenue for 2006 is increasing by 8.7% and expenditures are increasing 4.3% over the 2005 Budget.

	2005 Amended <u>Budget</u>	2005 Year-End <u>Estimate</u>	2006 <u>Budget</u>	Budget to Budget Change	
				<u>Amount</u>	<u>%</u>
Operating Revenues	\$ 98,855,200	\$ 102,914,500	\$ 107,455,700	\$ 8,600,500	8.7%
Operating Expenditures	(85,392,500)	(81,572,800)	(89,027,300)	(3,634,800)	4.3%
	13,462,700	21,341,700	18,428,400		
Debt Service	(483,000)	(483,000)	(484,000)		
Pierce County Agreement	(2,805,900)	(2,805,900)	(691,900)		
Operating Transfers	(27,208,600)	(20,076,200)	(4,782,400)		
Use Of Designated Balances	<u>\$ (17,032,800)</u>	<u>\$ (2,023,400)</u>	<u>\$ 12,470,100</u>		

Debt service is maintained for the authorized debt financing for the Agency. The 2005 budget includes a principal and interest bond payment of \$484,000. There are five remaining payments to satisfy the debt service requirement of the 1999 refinancing bonds, which are the only outstanding bonds. Ten million dollars in bonds are budgeted in 2006 for a portion of the costs for the Peninsula Park and Ride. Debt service on these bonds will begin in the year following issuance.

The Pierce County agreement, as approved by the Federal Transit Administration, authorizes the transfer and exchange of federal funds for 2006 and these are included in the budget.

The use of designated balances supports the acquisition of items in the Capital Budget.



## 2006 BUDGET IN BRIEF

### In brief:

The type of revenue and 2006 dollar and percent change from 2005 budget is provided in the table and is briefly explained as follows.

### Explanation of Change:

Fares –  
ridership increase  
fare restructure

Advertising –  
advertising demand  
new contract

Sales Tax – estimated increase

Operating Assistance – grants

Sound Transit –  
ridership increase  
reimbursement rate  
services provided

Interest –  
investment balance  
interest rates

Other – salvage sales

### Operating Revenues

	2005 Amended <u>Budget</u>	2005 Year-End <u>Estimate</u>	2006 <u>Budget</u>	Budget to Budget Change	
				<u>Amount</u>	<u>%</u>
Fares	\$ 9,821,400	\$ 9,356,000	\$ 10,862,600	\$ 1,041,200	10.6%
Advertising	763,900	782,100	897,000	133,100	17.4%
Sales Tax	62,147,200	68,092,100	72,177,600	10,030,400	16.1%
Operating Assistance	7,738,700	8,452,600	5,959,200	(1,779,500)	-23.0%
Sound Transit	17,681,200	15,671,600	16,445,500	(1,235,700)	-7.0%
Interest	126,500	126,500	762,100	635,600	502.5%
Other	576,300	433,600	351,700	(224,600)	-39.0%
	<u>\$ 98,855,200</u>	<u>\$ 102,914,500</u>	<u>\$ 107,455,700</u>	<u>\$ 8,600,500</u>	8.7%

Fares - A fare structure revision is effective March 1, 2006. Escalating fuel prices are necessitating a surcharge to help cover the dramatic rise in fuel costs. Adult fares will be increased \$.25 from \$1.25 to \$1.50 for the first time since 2002. A discounted fare for seniors and disabled will increase \$.25 from \$.50 to \$.75 for the first time since 1999. Youth will be eligible for a cash fare of \$.75. They currently pay \$1.25. These changes will help offset rising fuel prices, simplify fares, and encourage youth ridership. A history of Pierce Transit fares is shown in the Performance Measures section see Table of Contents.

Advertising - Revenues are increasing due to projected advertising demand and the new contract.

Sales Tax - The 2006 sales tax projection is based on a growth estimate of 6% over 2005 year-end estimate. If revenues exceed the projections, they will be used to accelerate services scheduled in the Six-Year Financial Plan.



## 2006 BUDGET IN BRIEF

Operating Assistance - This source consists primarily of Federal Transit Administration 5307 Preventive Maintenance dollars of \$2,675,000 for 2006. Federal funds have decreased over the last three years due to the 2000 Census data that prompted a redistricting of federal allocations joining Pierce County with King and Snohomish counties. This negatively impacted Pierce Transit by changing the distribution of grant funds. Also included in the Operating Assistance is \$126,300 for Commute Trip Reduction and Vanpool Assistance, and \$2,293,100 for a Washington Department of Transportation grant for special needs transportation. In 2004, Pierce Transit entered into an agreement with Pierce County for the use of federal formula funds as approved by the Federal Transit Administration. The agreement requires a distribution from Pierce Transit to Pierce County for a portion of these funds.

Sound Transit - Pierce Transit is under contract with Sound Transit to provide regional express services that operate within and from Pierce County. For 2006, Sound Transit is decreasing the service hours 1.5% from 171,507 to 168,968. 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.

Interest - Interest revenue estimates are based on investment balances and projected 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. A Jobs Access and Reverse Commute Program (JARC) grant is included. These funds support van services for TANF and Welfare to Work recipients to transport eligible individuals with low income to and from jobs and activities related to their employment.



## 2006 BUDGET IN BRIEF

### In brief:

The 2006 budget reflects the best use of the available funds for the efficient, effective, and convenient provision of service to the community.

The type of expenditures and 2006 dollar and percent change from 2005 budget is provided in the table and is briefly explained as follows.

### Explanation of Change:

#### Wages –

wage adjustments  
new personnel

#### Benefits –

medical premium increases  
retirement costs

#### M&O –

service increases  
fuel costs

### Operating Expenditures

	2005 Amended Budget	2005 Year-End Estimate	2006 Budget	Budget to Budget Change Amount	%
Wages	\$ 47,257,900	\$ 45,378,300	\$ 49,007,400	\$ 1,749,500	3.7%
Benefits	12,339,100	10,306,400	12,738,800	399,700	3.2%
M & O	25,795,500	25,888,100	27,281,100	1,485,600	5.8%
Total Operations	85,392,500	81,572,800	89,027,300	3,634,800	4.3%
Debt Service	483,000	483,000	484,000	1,000	0.2%
Pierce County Agreement	2,805,900	2,805,000	691,900	(2,114,000)	-75.3%
Total	\$ 88,681,400	\$ 84,861,700	\$ 90,203,200	\$ 1,521,800	1.7%

The changes from the 2005 Budget to the 2006 Budget are as follows:

Wages - The 3.7% change is driven primarily by wage increases for personnel, FTE increases, and the annualized cost of 2005 positions. The current Master Agreement with the transit union is for a three-year period, July 1, 2005 through June 30, 2008.

A total of 15 additional position requests for 2006 include 13 for Operations and Maintenance for new service and system growth, and 2 support positions. Positions are increasing 1.6% over 2005.

Benefits - Benefit costs are accelerating due to health premium and retirement contribution increases, and the increase in personnel. The Washington State Public Employees Retirement System (PERS) has increased the employer contribution rate from 2.44% to 3.69% of eligible wages effective July 1, 2006.



## 2006 BUDGET IN BRIEF

Maintenance and Operations - The increase over 2005 is driven primarily by service increases, the cost of fuel, and underground piping replacement. The focus for 2006 is on containing costs except where they directly affect service and ridership development. At the same time the budget recognizes rising costs for non-controllable items. Fuel costs, representing approximately 7% of the operating budget, are increasing \$1.8 million or 37%. A fare revision to offset the cost of fuel is scheduled for March 1, 2006.

Fuel - Compressed Natural Gas (CNG) comprises 53% of the fuel costs. The Pierce Transit fleet is 100% CNG powered. The increase in CNG price reflects the current contract price of \$0.87 and the estimated price of \$1.01 beginning in November 2006. The diesel and unleaded costs are based on the best information available. The costs have been extremely volatile in 2005.

The fuel prices from 2005 Amended Budget and 2006 Budget is shown below.

Fuel Prices			
	2005 Amended		2006
	Budget		Budget
CNG	\$ 0.75	\$	0.87 / \$1.01
Diesel	\$ 1.62	\$	2.85
Unleaded	\$ 1.60	\$	2.55



## 2006 BUDGET IN BRIEF

### In brief:

Operating expenses for 2006 are projected to total \$89.0 million.

Expenses are increasing \$3.6 million over 2005 budget as a result of service increases, additional personnel required to meet the increased service levels, labor agreement adjustments, medical premium and retirement cost increases, maintenance and operating cost increases attributable to the service increases, fuel prices, and inflation.

### Itemization of Budgetary Changes

The 2006 total operations budget is 4.3% above the 2005 budget. An itemization of this increase is shown in the following chart.

#### Itemization of Budgetary Changes

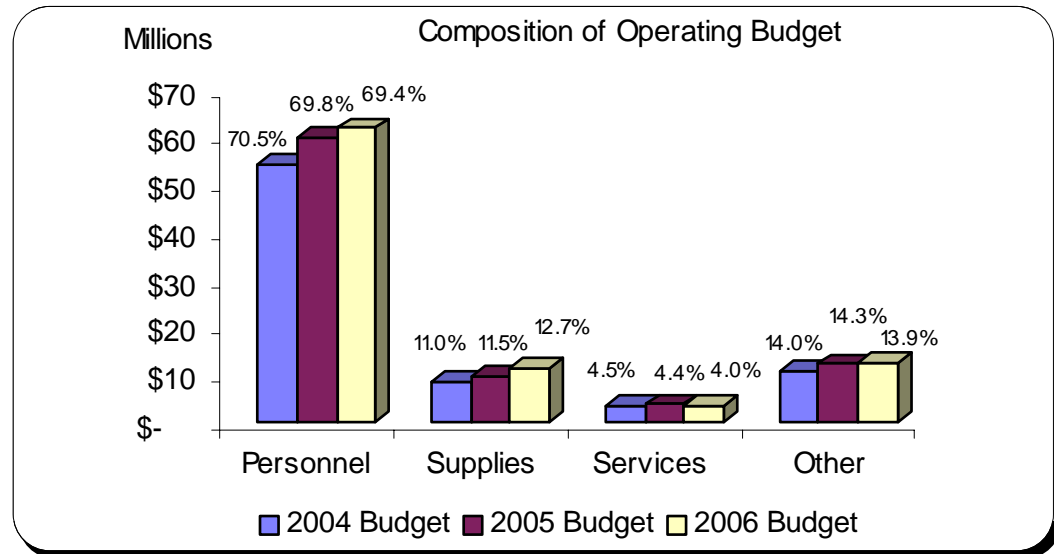
Category	% Increase
Wages	2.0%
Benefits	0.5%
Services	-0.3%
Supplies	-0.1%
Fuel	2.0%
Insurance	-0.1%
Repairs & Maintenance	0.5%
Tires	0.0%
Rentals	-0.1%
Utilities	0.1%
Other Contract Services	0.1%
Purchased Transportation	-0.1%
Other	-0.2%
Total	4.3%



## 2006 BUDGET IN BRIEF

### In brief:

As shown on the graph to the right, while the operating budget expenditures have increased, the composition of the budget is nearly identical in all years. Personnel costs continue to be approximately 70%, supplies 12%, services 4%, and other 14% of the operating budget.







## 2006 BUDGET IN BRIEF

### In brief:

The Capital Budget is comprised of the following categories.

Revenue Vehicles – 14%

Passenger Facilities and Amenities – 32%

Base Facilities – 8%

Technology – 41%

Other – 5%

A description of the major capital projects and a detailed project list reflecting the responsible division, carryover, and grant support are located in the Budget Statistics section of this document.

### Capital

Capital projects for 2006 are currently budgeted at \$55,003,807. Approved but unspent projects are carried over to the following budget year. The 2006 Budget contains approximately \$30 million of prior year budgeted funds (carryover) the majority of which is for the Mobile Communication System at \$15.8 million and Smart Card at \$3.3 million. Expenditures are supported by \$15 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 budgets of the responsible division.

	Carryover	New	Total
Revenue Vehicles	\$ 0	\$ 7,653,560	\$ 7,653,560
(Buses – 15 expansion Vanpool Vans – 44 replacement Shuttle Vehicles – 10 replacement)			
Passenger Facilities and Amenities	4,709,828	12,913,723	17,623,551
(Parkland Transit Center, Peninsula Park and Ride Project, Renovation of Tacoma Community College, Tacoma Mall and SR 512 Transit Centers)			
Base Facilities	1,740,659	2,577,542	4,318,201
(Incremental expansion to existing base to increase capacity and efficiency including reconfiguration of base parking and circulation, addition of operators lobby to headquarters building, addition of high speed gates)			
Technology	22,346,549	479,627	22,826,176
(Mobile Communications System, Digital Security Cameras on buses, Regional Fare Integration Project)			
Other	1,293,362	1,288,957	2,582,319
(Support Vehicles, Administrative and Maintenance Equipment)			
	<u>\$ 30,090,398</u>	<u>\$ 24,913,409</u>	<u>\$ 55,003,807</u>



## **2006 BUDGET IN BRIEF**

### **Insurance**

The 2006 budget of \$2,592,100 reflects a decrease of \$262,900 from the 2005 budget of \$2,855,000. The decrease is a result of claims experience. Sound Transit reimburses Pierce Transit for their actual self-insurance losses.

### **Debt**

The 2006 Budget includes the principal and interest bond payment of \$484,000. There are five remaining payments to satisfy the debt service requirement of the 1999 refinancing bonds, which are the only outstanding bonds. Additional information regarding debt service is in the Debt section of this document.

### **Ending Balances**

Ending balances include the required designated balances for the operating, capital, and insurance funds and provides for the projected capital acquisitions over the next six years. Major capital expenditures in the Six-Year Financial Plan include \$44.8 million for vehicle expansion and replacement, \$10.5 million for base expansion, and \$2.0 million for farebox upgrades. The balance at the end of the plan will only be \$600,000 more than required.



## 2006 BUDGET IN BRIEF

### In brief:

“Pierce County economy going gangbusters”

Tacoma’s financial barometer continues to rise with positive activity in several key economic indices, according to the Tacoma-Pierce County Chamber’s Pierce County Economic Index report given during the Chamber’s Horizons 2006 forecast event.

“The Puget Sound economy will maintain its brisk pace for at least another two years.”

Optimism prevails with the editors of the Puget Sound Economic Forecaster according to the December 2005 predictions.

### Economic Outlook

The local economic conditions play a major part in the sales tax revenue generation for Pierce Transit. The sales tax rate for Pierce Transit at 6/10ths of 1% is anticipated to generate over \$72 million dollars in sales tax revenue in 2006. 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. The report is provided annually and supported by major Pierce County businesses and the Tacoma-Pierce County Chamber. 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.

At the midpoint of this decade Pierce County’s economy is growing at a nice clip. The solid performance of the economy will continue through 2006. However, because the 2005 growth rate was exceptionally strong, the pace will slow somewhat in the coming year.

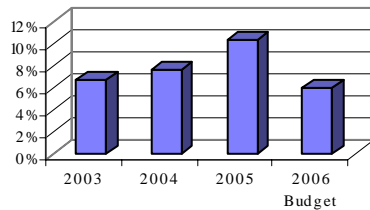
The continued growth will increase migration to the county. Job growth locally will not be strong enough to employ all of the new arrivals plus the increasing resident population, but enough new employment opportunities in and around Pierce County will keep the unemployment rate from rising.

The more measured growth expected in 2006 will provide time for labor markets to adjust before wage pressures create problems. Moderate growth will allow for orderly market absorption of new commercial and retail developments. A slower rate of growth will give housing market participants time to avert a “bubble burst,” and will offer investors time to evaluate plans. Single-family housing sales will be stronger in 2006, with the Housing Index moving up 12.8 percent. The Pierce County multi-family housing market remains strong and stable despite record high activity on the single-family side.



## 2006 BUDGET IN BRIEF

**Sales Tax Revenue Growth**

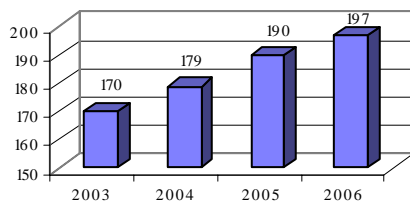


The strengthening economy, continued military personnel rotations through area installations, a vibrant housing sector, and solid retail expansion, together will push income growth. About \$1 billion worth of purchasing power will be added to Pierce County households in 2006, an increase of 4.5 percent over 2005. Total real personal income has nearly doubled over the last 15 years.

The average household in the county will see its real income rise to \$34,700 in 2006 – up from \$32,000 in 2003.

Holiday shopping in 2005 will boost fourth quarter retail sales 7.7 percent over 2004. With inflation low, rising dollar values will translate into increased real retail spending with 3.8 percent more goods moving off the shelves in 2005. Retail activity will continue to grow through 2006, but at a slightly more moderate pace.

**Pierce County Economic Index  
(1985 = 100)**



Throughout the last three years, a bright spot in the Pierce County economy has been the retail sector. This has proved to be very advantageous for Pierce Transit. Total sales were stronger than anticipated and Pierce Transit sales tax revenues increased 6.64 percent in 2003, 7.66 percent in 2004, and 2005 is projected to reach 10.3 percent. Inflation remains low and not likely to increase significantly and the growing local economy is anticipated to drive retail spending activity again in 2006. This results in a projection for sales tax revenue to increase six percent over the 2005 year-end projection. This is consistent with the average collection over the last five years and correlates with the predictions of the local forecasters.

## Conclusion

We are confident that the 2006 Budget will provide a broad range of attractive transportation services that will increase the use of public transportation and benefit the community.



## 2006 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: 4

AGENDA DATE: 12/12/05

### FACT SHEET

TITLE: Adoption of the 2006 Budget,  
Adoption of the Fare Structure Revision  
Effective March 1, 2006 and  
Amendment of Pierce Transit Code  
Article IV Fares Chapter 3.72 Fare  
Structure

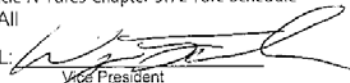
DEPARTMENT: Finance & Administration

ORIGINATOR: Wayne Fanshier


PRECEDING ACTION: Public Hearing on the Preliminary 2006 Budget November 14, 2005  
Public Hearing on the Fare Structure Revision November 14, 2005  
Public Hearing on Fare Structure Revision August 8, 2005  
Resolution 01-066 Authorization to Amend Pierce Transit Code  
Article IV Fares Chapter 3.72 Fare Schedule

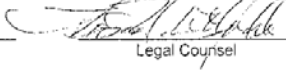
COORDINATING DIVISION: All

APPROVED FOR SUBMITTAL:

  
Vice President

APPROVED FOR AGENDA:

  
Chief Executive Officer

  
Legal Counsel

ATTACHMENTS: Resolution  
Pierce Transit Code Article IV Fares Chapter 3.72 Fare Schedule Exhibit "A"

### BUDGET INFORMATION

2006 Budget Appropriations	Expenditures	Revenues
Operating Budget		
Operating	\$89,027,300	\$107,455,700
Debt Service	484,000	-
Pierce County Agreement	691,900	-
Operating Transfers	4,782,400	-
Increase in Designated Balance	-	(12,470,100)
	<u>94,985,600</u>	<u>94,985,600</u>
Capital Budget		
Operating	55,003,800	16,645,900
Bonds	-	10,000,000
Operating Transfers	-	3,500,000
Use of Designated Balance	-	24,857,900
	<u>55,003,800</u>	<u>55,003,800</u>
Insurance Budget		
Beginning Balance	-	1,180,200
Operating	2,592,100	129,500
Operating Transfers	-	1,282,400
	<u>2,592,100</u>	<u>2,592,100</u>
<b>Total Appropriations</b>	<b>152,581,500</b>	<b>152,581,500</b>
Less Operating Transfers	<u>(4,782,400)</u>	<u>(4,782,400)</u>
<b>Net Budget</b>	<b>\$147,799,100</b>	<b>\$147,799,100</b>



## 2006 BUDGET FACT SHEET

### FACT SHEET PAGE 2

Explanation: The 2006 Budget represents total expenditures projected for the year in operating, capital and insurance of \$152,581,500. Of this amount, \$4,782,400 represents internal transfers, which leaves a net budget of \$147,799,100.

BACKGROUND: Pierce Transit's 2006 Budget is ready for adoption. Pierce Transit will provide 766,640 hours of fixed route service including Sound Transit's regional bus services for an increase of 1.8% from 2005. This is comprised of a 2.8% increase for Pierce Transit hours and a decrease of 1.5% for Sound Transit. Ridership is estimated to be increasing 0.8% for Pierce Transit fixed route service to 12,300,000. Specialized Transportation (SHUTTLE) ridership is increasing 1.9% for a total of 442,410. Vanpool ridership is increasing 4.4% to 764,400. This results in total ridership of 15,606,810.

To provide the planned level of service (local, express, SHUTTLE and vanpool) for 2006, the Agency's combined budget is \$152,581,500. Of this amount, \$4,782,400 represents internal transfers, which leaves a net budget of \$147,799,100. The three components that make up this amount are the Operating Budget (62%), Capital Budget (36%), and Insurance Budget (2%).

Operating expenditures are budgeted at \$89,027,300. Additionally, the budget includes Debt Service of \$484,000, the Pierce County Agreement of \$691,900 and Operating Transfers of \$4,782,400. Expenditure increases of 4.3% in 2006 over 2005 are the result of service increases, system growth, personnel increases for wage and labor agreement adjustments, benefit increases, and fuel costs.

The 2006 service results in a workforce of 945 positions. A net of 15 additional position requests for 2006 include 12 for Operations and Maintenance for new service and system growth and 3 support positions. The total workforce consists of 647 Operations employees, 163 Maintenance employees, and 135 support employees.

The Agency will have capital expenditures of \$55,003,800 of which \$30,090,398 is carryover from 2005. Included in 2006 are 15 expansion buses, 44 replacement vanpool vans, and 10 replacement SHUTTLE vans. Passenger facilities and amenities, base facility improvements, mobile communications systems, and fare integration (Smart Card), are also included.

The insurance budget of \$2,592,100 reflects a decrease of \$262,900 from 2005. The decrease is a result of claims experience.

The total Pierce Transit budget for 2006 of \$152,581,500 is 2.8% below the 2005 budget.

Revenue to support the 2006 budget will come from a variety of sources. The operating budget's revenues include \$72,177,600 million in sales tax, \$10,862,600 million in fares including a fare restructuring of \$1,012,000 effective March 1, 2006, Exhibit "A" attached, \$2,675,000 from the Federal Transit Administration (FTA) for preventive maintenance, and \$16,445,500 for the Sound Transit service reimbursement. Funds to support the capital budget are provided by Federal Transit Administration grants, Sound Transit, and local revenues including a \$10 million bond for the Peninsula Park and Ride. Local revenues also fund the insurance budget.

The Agency will begin 2006 with \$79,765,200 in designated balances and end 2006 with \$66,197,300. The ending balance consists of \$38,247,000 in the operating reserve, \$23,950,300 in the capital reserve, and \$4,000,000 in the insurance reserve. These reserves meet the Pierce Transit budgetary requirements.



## **2006 BUDGET FACT SHEET**

### **FACT SHEET PAGE 3**

The 2006 Preliminary Budget and the March 1, 2006 Fare Structure Revision were reviewed by the Board of Commissioners Administrative/Finance/Audit Committee on November 7, 2005 and the Board of Commissioners at the Public Hearing on November 14, 2005. A Public Hearing was also held on August 8, 2005 on Fare Revision.

ALTERNATIVES: The Agency is required to have an adopted budget for 2006. The Board, prior to that time or anytime throughout the budget year, can make modifications to the budget.

RECOMMENDATION: Adoption of the 2006 Budget and the Fare Structure Revision to the Pierce Transit Code Article IV Fares Chapter 3.72 Fare Schedule effective March 1, 2006



## 2006 BUDGET RESOLUTION

### 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.

### RESOLUTION NO. 05- 070

A RESOLUTION of the Board of Commissioners of Pierce Transit  
Adopting the Annual Budget for Fiscal-Year 2006,  
Adopting the Fare Structure Revision Effective March 1, 2006, and  
Amending the Pierce Transit Code Article IV Fares  
Chapter 3.72 Fare Schedule

WHEREAS, the Chief Executive Officer has prepared a preliminary budget for  
Fiscal Year 2006; 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 2006 Budget proposes service to provide 15,606,810  
passenger trips, and the service requires a workforce of 945 positions, which have been  
evaluated and analyzed by the Human Resources Department; and

WHEREAS, the Board of Commissioners of Pierce Transit has recognized that  
the salaries and wages in the 2006 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, 2006, to be partial compensation for services rendered on and after January 1,  
2006, in order to permit any retroactive compensation changes; and

WHEREAS, the Revised Code of Washington 36.57A provides the Board of  
Commissioners the authority to set fares; and

WHEREAS, passenger fares are an important source of Pierce Transit's total  
revenue; and

WHEREAS, periodic changes to the fare structure are required in order to  
recover a reasonable percentage of operating cost through passenger fares; and

WHEREAS, Pierce Transit is committed to aligning its fares more closely with  
other transit agencies in the region to promote transit use through increased ease and  
convenience; and

WHEREAS, Pierce Transit's base fares have not been changed since January  
1, 2002; and





## 2006 BUDGET RESOLUTION

WHEREAS, the impact of rising fuel prices on fuel costs creates a need for a \$.25 surcharge in fares; and

WHEREAS, Pierce Transit provided public notice, conducted public hearings, and received testimony; and

WHEREAS, the Board of Commissioners of Pierce Transit recognizes the fare structure revision effective March 1, 2006, amending the Pierce Transit Code Article IV Fares Chapter 3.72;

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 2006 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 2006.

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:

2006 Appropriations	Expenditures	Revenues
Operating	\$94,985,600	\$94,985,600
Capital	55,003,800	55,003,800
Insurance	<u>2,592,100</u>	<u>2,592,100</u>
Total	152,581,500	152,581,500
Less Operating Transfers	<u>(4,782,400)</u>	<u>(4,782,400)</u>
Net Budget	<u>\$147,799,100</u>	<u>\$147,799,100</u>

Section 3. The Chief Executive Officer is hereby authorized to staff up to 945 positions to meet the objectives of the 2006 Budget.

Section 4. The salaries and wages paid to the non-bargaining personnel on

RESOLUTION NO. 05- 070  
PAGE 2



## 2006 BUDGET RESOLUTION

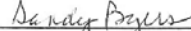
1 and after January 1, 2006, are only partial compensation for services to be rendered to Pierce  
2 Transit during the first pay period commencing on or after January 1, 2006, and pay periods  
3 thereafter.

4 Section 5. The Pierce Transit revised Fare Structure is hereby adopted.

5 Section 6. Article IV Fares Chapter 3.72 Fare Structure of the Pierce Transit  
6 Code is hereby replaced with the attached Exhibit A.

7 ADOPTED by the Board of Commissioners of Pierce Transit at a regular  
8 meeting thereof held on the 12th day of December, 2005.

  
William H. Baarsma, Chairman  
Board of Commissioners

ATTEST:   
Sandy Byets, CMC  
Clerk of the Board

S:\Budget\2006\2006 Resolution

RESOLUTION NO. 05- 070  
PAGE 3



## 2006 BUDGET RESOLUTION

Exhibit "A"

### In brief:

A fare structure revision effective March 1, 2006 was adopted as a part of the budget. The fare schedule is shown.

#### Article IV. FARES

##### Chapter 3.72

#### FARE SCHEDULE

##### Sections:

3.72.010	Definitions
3.72.020	Local Fixed Route and Bus PLUS Cash Fares
3.72.030	Ticketbooks
3.72.040	Local Fixed Route and Bus PLUS Passes
3.72.050	Olympia Express Cash Fares
3.72.060	Olympia Express Passes
3.72.070	SHUTTLE Service Fares
3.72.080	Transfers
3.72.090	Free Riding Privileges
3.72.100	Special Event Service
3.72.110	Special Express and Supplemental Service
3.72.120	Special Rates of Fare
3.72.130	Conference and Convention Visitor Pass
3.72.140	Bicycle Locker Rental Rates
3.72.150	Vanpool Services – Defined - Fares

##### 3.72.010

##### Definitions. As used in this chapter:

- A. "Accompanying companion" means a person who is traveling with a SHUTTLE customer, has the same origin and destination, but does not need to assist the SHUTTLE customer with travel needs.
- B. "All Day Pass" means a pass available for purchase on-board Pierce Transit vehicles for local fixed route and Bus PLUS service. An All Day Pass is valid for unlimited rides on the day the pass is issued. All Day Passes shall have no transfer value on Olympia Express or Sound Transit services.
- C. "Board of Commissioners" means elected officials appointed by local jurisdictions to the Pierce Transit Board of Commissioners.
- D. "Bus PLUS" means transit services differentiated from fixed route service by customer-initiated deviations from routes or schedules. Bus PLUS service



## **2006 BUDGET RESOLUTION**

- does not require complementary Americans with Disabilities Act (ADA) paratransit service.
- E. "Class Pass" means a pass that allows up to thirty (30) people riding together to make a one-day round trip, on local fixed route transit service.
  - F. "Disabled person (persons with disabilities)" means any person(s) with a mental, physical, or sensory disability that meets established criteria and has Pierce Transit-approved identification.
  - G. "Emergency situation" means adverse weather; fire/flood evacuation; threat of explosive devices, or other regional emergencies requiring rapid movement of any group or groups of people.
  - H. "Federal law enforcement officer" means a commissioned civilian federal law enforcement agent, as designated by the U.S. Attorney General and/or military police officers.
  - I. "Fixed route" means transit service using buses to provide service at designated bus stops along specific routes on set schedules.
  - J. "Full-fare" means the fare for riders not specifically designated to qualify for a reduced fare.
  - K. "Personal care attendant" means a person traveling as an aide in order to facilitate travel by a disabled person.
  - L. "Preschool child" means any person 5 years of age or younger when accompanied by a fare paying passenger.
  - M. "Public safety officer" means a person commissioned by any state, county, or municipal law enforcement or fire protection agency.
  - N. "PugetPass" means a regional bus pass valid for travel on Community Transit, Everett Transit, King County Metro Transit, Sound Transit and Pierce Transit. PugetPass prices are set at thirty-six (36) times the trip value of the pass.
  - O. "Senior citizen" means any person 65 years of age or over with a Pierce Transit-approved identification or a Regional Reduced Fare Permit (RRFP).
  - P. "SHUTTLE" means specialized transportation (paratransit) for persons with disabilities.



## **2006 BUDGET RESOLUTION**

- Q. "Special Event" means any open to the public event of less than thirty days duration expected to attract significant numbers of people.
- R. "Youth" means any person 6 to 18 years of age.

### 3.72.020

#### Local Fixed Route and Bus PLUS Cash Fares:

- A. The cash fare for full-fare riders shall be one dollar and fifty cents (\$1.50) during all hours of operation.
- B. The cash fare for Youth riders shall be seventy-five cents (\$0.75) during all hours of operation.
- C. The cash fare for senior citizens and persons with disabilities (with a Regional Reduced Fare Permit) shall be seventy-five cents (\$0.75) during all hours of operation.

### 3.72.030

#### Ticketbooks:

- A. Full-fare ticketbooks shall be fifteen dollars (\$15) for a book of eleven.
- B. Youth ticketbooks shall be seven dollars and fifty cents (\$7.50) for a book of ten.
- C. Senior citizens and persons with disabilities ticketbooks shall be seven dollars and fifty cents (\$7.50) for a book of ten.

### 3.72.040

#### Local Fixed Route and Bus PLUS Passes:

- A. Full-fare All Day Passes shall be two times the full-fare cash fare.
- B. Youth All Day Passes shall be two times the Youth cash fare.
- C. Senior citizens and persons with disabilities (with a Regional Reduced Fare Permit) All Day Passes shall be two times the senior citizens and persons with disabilities cash fare.
- D. The full-fare monthly pass (\$1.50 PugetPass) shall be fifty-four dollars (\$54).
- E. The Youth monthly pass (\$0.75 PugetPass) shall be twenty-seven dollars (\$27).
- F. The senior citizens and persons with disabilities monthly pass (\$0.75 PugetPass) shall be twenty-seven dollars (\$27).



## **2006 BUDGET RESOLUTION**

- G. The Summer Youth Pass shall be thirty-six dollars (\$36) for unlimited Youth rides during June, July and August. The Summer Youth Pass shall have no transfer value on Olympia Express or Sound Transit services.
- H. The Class Pass shall be thirty-six dollars (\$36.00)

### 3.72.050

#### Olympia Express Cash Fares:

- A. The full-fare cash fare on inter-county Olympia Express service shall be two dollars (\$2.00).
- B. The cash fare for senior citizens and persons with disabilities (with a Regional Reduced Fare Permit) on inter-county Olympia Express service shall be one dollar (\$1.00).
- C. The cash fare on intra-county Olympia Express service shall be equal to local fixed route fares for all fare categories.

### 3.72.60

#### Olympia Express Passes:

- A. The full-fare monthly pass (\$2.00 PugetPass) shall be seventy-two dollars (\$72).
- B. The senior citizens and persons with disabilities monthly pass (\$1.00 PugetPass) shall be thirty-six dollars (\$36).

### 3.72.70

#### SHUTTLE Service Fares:

- A. The cash fare shall be seventy-five cents (\$0.75).
- B. The monthly pass (\$0.75 PugetPass) shall be twenty-seven dollars (\$27).
- C. One personal care attendant traveling with a SHUTTLE customer shall ride for free.
- D. Accompanying companions may travel with SHUTTLE customers for the same fares as described in sub-sections A and B of this Section.

### 3.72.080

#### Transfers:

Transfers shall be issued free of charge upon payment of the correct fare. Transfers are equal to the value of a local fixed route fare for all fare categories.



## **2006 BUDGET RESOLUTION**

3.72.090

### Free Riding Privileges:

- A. An unlimited number of children 5 years of age and under ride free on any Pierce Transit service when accompanied by a responsible fare paying passenger.
- B. Uniformed Commissioned Public Safety Officers employed by a federal, state, county or municipal law enforcement agency, regardless of the jurisdiction where they are employed, shall ride free on all Pierce Transit services. Excluded from this policy are plain-clothes police, firefighters and non-general authority officers, such as security guards and correctional facility officers.
- C. The Board of Commissioners of Pierce Transit shall ride free on all Pierce Transit services.
- D. The Chief Executive Officer or his delegate is authorized to provide free bus service under the following conditions:
  - 1. Free bus service must be for the purpose of transporting poor and/or infirm individuals to an event for which there is no admission fee and from which the individual receiving the transportation must directly benefit.
  - 2. The free bus service will be provided only on regularly scheduled fixed routes. No additional cost is to be incurred and no extraordinary effort is to be expended by Pierce Transit for the provision of the free bus service.
  - 3. The organization sponsoring the event must be a nonprofit organization.
  - 4. The Chief Executive Officer or his designee is authorized to suspend fares at such time an emergency situation is determined to exist.
  - 5. Pierce Transit shall authorize free fixed route transit and SHUTTLE service on Thanksgiving and Christmas days.

3.72.100

### Special Event Service:

The fare for Special Event transit service shall be three dollars (\$3.00) round trip. Up to four children, ages 13 and under, may ride free when accompanied by a fare paying passenger.



## **2006 BUDGET RESOLUTION**

3.72.110

### Special Express and Supplemental Service:

The rate for Special Express and Supplemental Service shall be based on the local direct hourly rate with a minimum charge of two hours.

3.72.120

### Special Rates of Fare:

The Chief Executive Officer is authorized to establish Special Rates of Fare.

These fares shall be discounted from existing fares for the purpose of transit promotions, demonstration projects or special events. The Special Rates of Fare will have a time limit of up to one year.

3.72.130

### Conference and Convention Visitor Passes:

Pierce Transit is authorized to sell special conference and convention visitor passes. The pass per day rate shall be calculated at twice the full-fare cash fare.

3.72.140

### Bicycle Locker Rental Rates:

- A. The Chief Executive Officer is authorized to set bicycle locker rental and key deposit rates at a nominal level which will encourage use, recover some administrative costs and allow for productive management.
- B. Rates will be reviewed annually with thirty days (30) advance written notice of any rate change sent to all persons renting lockers.

3.72.150

### Vanpool Services – Defined – Fares:

#### A. Definitions:

- 1. "Commuter vanpool" is defined as the same basic group of people who usually travel one round trip per day. Fares will be set by the Chief Executive Officer and will usually be collected through rider fares.
- 2. "Special use vanpool" is defined as one which serves a finite group of people and which is sponsored by an organization or an agency. Use of this vanpool is usually limited to that organization's or agency's staff and/or clients. Fares will be set by the Chief Executive Officer to include either a fixed rate and mileage rate or a mileage rate that includes





## **2006 BUDGET RESOLUTION**

an amount estimated for full or partial recovery of the fixed rate, depending upon how fares are collected.

3. "Shared use vanpool" is defined as supplemental use of a given commuter vanpool which is used during non-commute hours primarily by social service agencies. The vanpool is used during commute hours as a commuter vanpool. Fares will be set by the Chief Executive Officer and will be based on a mileage rate.
  4. "Community vanpool" is defined as one that serves and is available without restriction to all members of a given community and is sponsored by a city, town, chamber or other representative group. Services are not limited to one round trip per day. Fares will be set by the Chief Executive Officer to include a mileage rate, but will waive the fixed rate and will usually be collected through rider fares.
- B. Vanpool fares will be based on recovering a majority of the program's direct operating costs.
- C. Vanpool fares will be reviewed annually with thirty days advance written notice of any fare change sent to all current vanpool participants.



**2006 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, 2005**. 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.*

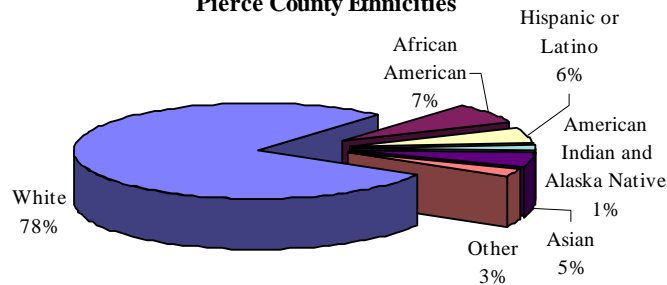
*This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.*





## 2006 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 2005 population is 755,900 according to the state Office of Financial Management up from 586,000 in 1990. There is an increase of 11,900 from the prior year, 1% for unincorporated and 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.



## 2006 BUDGET OUR COMMUNITY



Today, Pierce County with twenty-four 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 produced 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 2005 will be 2.6%, this translates to about 6,600 new jobs. They predict job growth will continue to be fairly steady in 2006, increasing 2.1%. On an annual basis, the Pierce County unemployment rate for 2006 will average 6%, nearly full employment. With unemployment at this level, wages should remain stable.

A strong Pierce County economy will keep total personal income moving up in 2006. The growth will be moderate at half the 2005 rate for 1.7%. 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 just over \$34,700 by the end of 2006, up from \$32,200 in 2003. The cost of living in Tacoma, Pierce County is about 12 percent less expensive than Seattle, King County just north.

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 smaller 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 is being built parallel to the existing Narrows Bridge to create a safer, less-congested access from the Key Peninsula to Interstate 5 (I-5).





## 2006 BUDGET OUR COMMUNITY



The current bridge is one of the longest suspension bridges in the world and connects 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 per day 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, another 742 seat theater, a professional theater company, the largest wooden domed arena in the world with an exhibition hall that host 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 room"; housing opportunities; regional cooperation; events and celebrations; leadership and teamwork; neighborhood innovations; the environment; resources for human development; and finance.





**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



**2006 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, Gig Harbor, Fife, Fircrest, 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 705,018.

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 15.6 million projected for 2006.

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 four types of services: local fixed route, express fixed route, specialized transportation (SHUTTLE), and rideshare/vanpools. In addition, rideshare matching services and commute trip reduction assistance is provided to local and regional employers.



## 2006 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. Bill Baarsma, City of Tacoma Mayor, is the chairman of the Board of Commissioners. The vice-chairman is Pierce County Executive John Ladenburg. The current members are shown on the Board of Commissioners page in this section.

### Agency

Six departments

Thirty-four divisions

Pierce Transit's organization includes six departments: Executive, Operations, Maintenance, Technology & Transit Development, Human Resources, and Finance & Administration. The Chief Executive Officer and each department vice president comprise the Executive Staff, which oversees the operation of the Agency.

The departments are organized in divisions. A description of each department and the associated divisions is found in the Department Budgets.



## 2006 BUDGET SERVICES PROVIDED BY PIERCE TRANSIT

### In brief:

Broad Based System

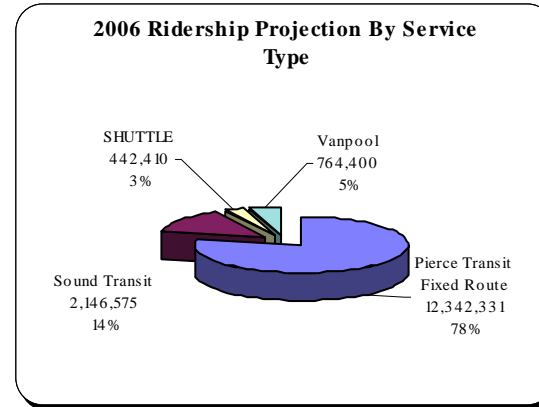
Range of Services

Diverse Market

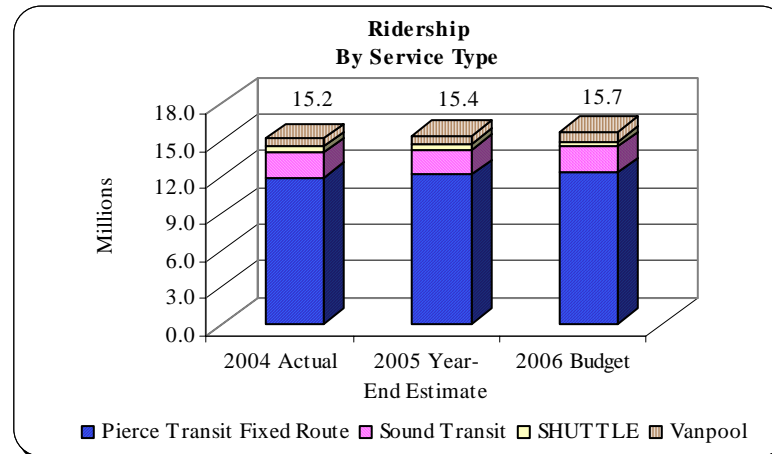
### Type of Service

- Pierce Transit Fixed Route
  - Local
  - Express
  - BusPLUS
- Sound Transit
- Specialized Transportation (SHUTTLE)
- Rideshare/Vanpools

The type of service and number of riders and percent of total for 2006 is projected as follows:



Agency ridership has grown over the last three years. Ridership is projected to increase 1.9% in 2006 over the 2005 Year-End Estimates. Pierce Transit Fixed Route Local & Express is increasing 1.4% and Sound Transit is increasing 3.0%. SHUTTLE is anticipated to be up by 1.9% and Vanpool up by 4.4%.







## 2006 BUDGET SERVICES PROVIDED BY PIERCE TRANSIT

### Pierce Transit Fixed Route

#### Local

Local fixed route bus service is provided along 49 routes, using over 1,236 miles of streets, roads, and highways throughout Pierce County. One hundred percent of this service is wheelchair accessible. The local fixed route service begins at 4:05 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 over 12 million passenger boardings expected in 2006, local fixed route bus service constitutes the largest portion of the Agency's mix of services and accounts for 78 percent 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

BusPLUS service was first implemented in 2003 as an alternate to fixed route services in low-density neighborhoods. It combines elements of fixed route services with dial-a-ride, thus eliminating the need for a separate paratransit service. The design of BusPLUS services varies depending on the needs of the area being served, but typically combines scheduled service to regular bus stop locations but also permits customer-initiated deviations. BusPLUS service may replace existing fixed route and paratransit service or may be introduced into areas where service has not previously been provided.





## 2006 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 2006, it is estimated that Sound Transit will account for nearly 14 percent of the Agency's total ridership. Express service begins at 2:47 a.m. and ends at 11:16 p.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 over 442,400 passenger trips in 2006, approximately three percent 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. The Specialized Transportation Division, in cooperation with Vanpool Services, will provide 34,829 passenger trips through the SHUTTLE Special Use Van program. A SHUTTLE Special Use Van (SSUV) 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, 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 SSUV program is a creative option for reducing costs and improving service quality to people with disabilities.





**2006 BUDGET**  
**SERVICES PROVIDED BY PIERCE TRANSIT**



**Rideshare/Vanpools**

Pierce Transit's rideshare program was implemented in 1982. Pierce Transit helped form a Regional Ridematch system in 1991, a Statewide 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 9,000 names from which to match carpools and vanpools.

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 the ride in an 8, 12, or 15-passenger van. During 2006, the vanpool program will operate a total of 300 vehicles (including 1 lift-equipped). Pierce Transit owns, maintains, manages, insures, and licenses the fleet. The nearly 2,200 participants in the Agency's vanpool program pay approximately 85 percent of the program's administration and operating costs through fares. In 2006, the vanpool program will provide approximately 764,000 passenger trips for five percent of the Agency's total ridership.



## 2005 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 forty percent 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 services is a little over five years with 33% riding ten or more years.



## 2006 BUDGET PHYSICAL PLANT

### The transit base:

The Agency headquarters facility is a 20-acre maintenance, operations, and administrative center located at 3701 96<sup>th</sup> 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

- ❖ **72<sup>nd</sup> Street Transit Center** - The 72<sup>nd</sup> Street Transit Center is located on the northwest corner of E. 72<sup>nd</sup> Street and Portland Avenue E in east Tacoma. This facility has a 68-stall park & ride lot and is served by five bus routes making 270 weekday trips to this facility.
- ❖ **Commerce Connections Transfer Facility** - Located along Commerce Street between S. 9<sup>th</sup> and S. 13<sup>th</sup> 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 27 bus routes make 1,344 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 11 bus routes making 820 trips through this facility each weekday. Pierce Transit's main customer service function is located in a retail storefront adjacent to the Lakewood Towne Center and within 100 yards of the transit center.
- ❖ **Parkland Transit Center** - The Parkland Transit Center is located on the northwest corner of Pacific Avenue and S. 121<sup>st</sup> Street in Parkland. Each weekday, five bus routes make 405 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 5<sup>th</sup> Street SE. and 112<sup>th</sup> Street E., next to the south end of the South Hill Mall. Each weekday, seven bus routes make 209 trips through this 350 stall facility.





## 2006 BUDGET PHYSICAL PLANT



- ❖ **Tacoma Community College Transit Center** - Located on the Tacoma Community College campus on the northeast corner of S. 19<sup>th</sup> and Mildred Streets in Tacoma, this facility is served by 10 bus routes making 623 weekday trips. Adjacent to the transit center is a 95-stall park & ride.
- ❖ **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 15 routes that serve this facility make a total of 572 weekday trips. It consists of a 2,363 parking stall garage connected to a covered waiting area that serves seven 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. 48<sup>th</sup> Street on the south side of the Tacoma Mall. Eleven bus routes make 622 weekday trips through this facility.



### Park and Ride Lots and Bus Stops

- ❖ **Park & Ride Lots** - Pierce Transit's fixed-route bus service operates in proximity to 17 of the 19 park & ride lots in Pierce County. Pierce Transit owns three 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 5,044 parking spaces (including the Tacoma Dome Station and transit centers) are located in park & rides within Pierce County. Bonney Lake Park and Ride provides 356 spaces and the Kimball Drive Park & Ride in Gig Harbor provides 306 spaces.



## 2006 BUDGET PHYSICAL PLANT



- ❖ **Bus Stops** - There are over 3,357 bus stops in the Pierce Transit system. There are 434 shelters installed at key bus stops and more than 654 benches installed at bus stops throughout the Pierce Transit system. A stand-alone bench program, however, is rapidly expanding the number of bus stops with seating capability as part of the Bus Stop Program. Installation of additional benches and shelters as well as other improvements are underway. 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 limitations.

### Other Facilities

- ❖ **17<sup>th</sup> & Broadway Transit Facility** - Located on the west side of Broadway at 17<sup>th</sup> Street in downtown Tacoma. This facility provides a driver layover station and bus turnaround.
- ❖ **2410 104<sup>th</sup> Street Court South, Laidlaw 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 Laidlaw contract SHUTTLE base of operations. All Laidlaw SHUTTLE vehicles are stored and maintained at this facility.



## 2006 BUDGET PHYSICAL PLANT



### Sound Transit facilities served jointly by Pierce Transit

- ❖ Sounder Stations at Sumner and Puyallup
- ❖ Federal Way (with connections to King County Metro) at the 320<sup>th</sup> Park & Ride – SeaTac Mall
- ❖ South Hill Park & Ride
- ❖ SeaTac airport (with connections to King County Metro) via the SR-512 Park & Ride
- ❖ Bonney Lake Park & Ride



### Other facilities served by Pierce Transit

- ❖ DuPont Park & Ride and Auburn Train Station
- ❖ Link Light Rail connecting the Tacoma Dome Station, a regional hub for local and express bus and commuter service, with downtown Tacoma





## 2006 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.

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. 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.



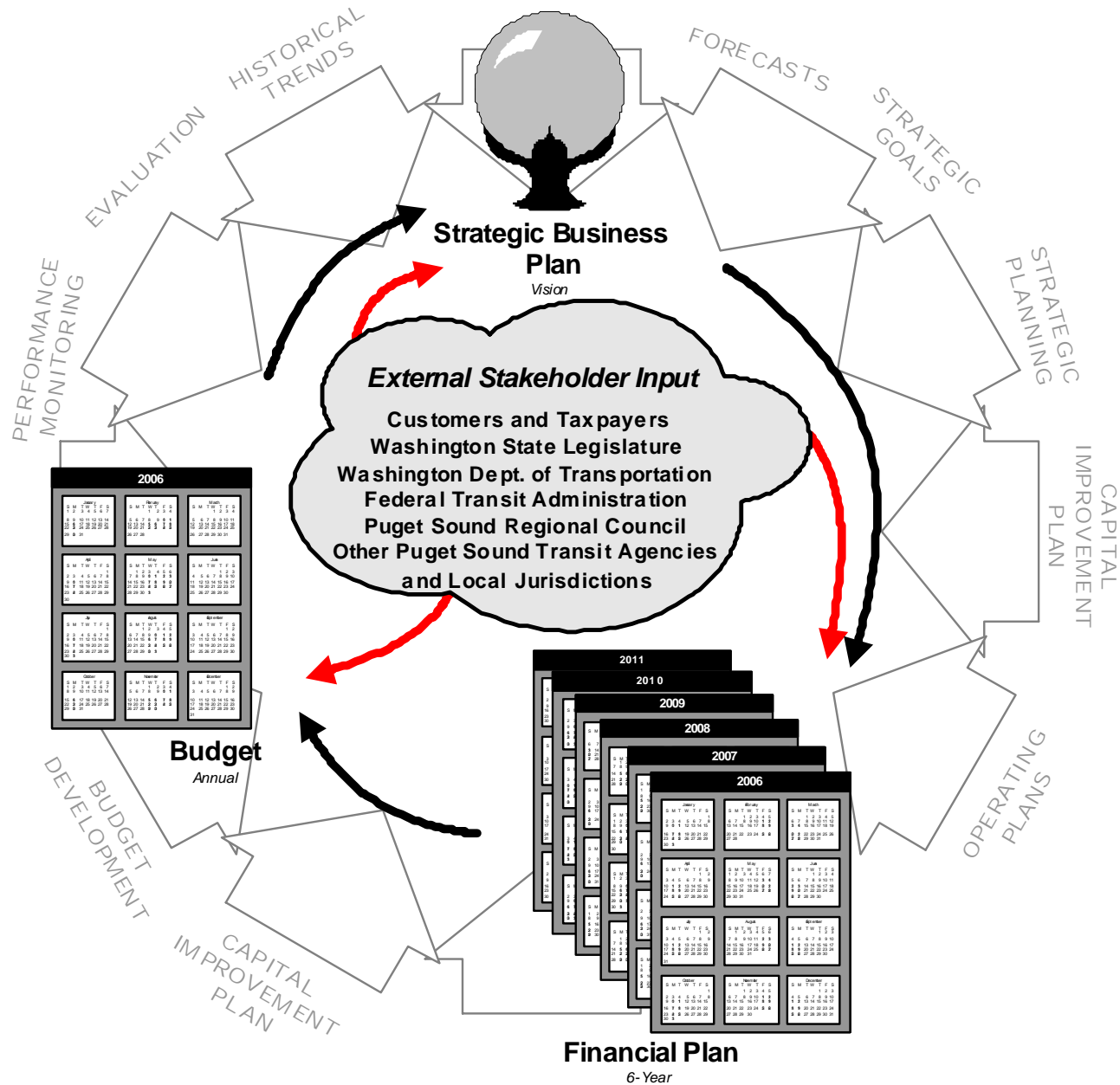
## **2006 BUDGET BUSINESS PLANNING PROCESS**

Annually, the planning process begins with the development of 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 also 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 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





**2006 BUDGET  
THE NEXT SIX YEARS  
2006 - 2011**

**In brief:**

Over the next six years 2006 – 2011, Pierce Transit plans to expand all modes of services to meet the County's growing transportation demands.

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

- increase system ridership;
- ensure fiscal responsibility;
- support and partner with our community;
- improve customer satisfaction and system quality;
- maintain a dedicated and professional workforce.

**Key features of the Six-Year Financial Plan**

The Financial Plan looks to the future. Increased sales tax revenues generated by this growth will allow Pierce Transit to expand services and initiate new capital projects. Capital and operating expenditures will total more than \$825 million over six years while maintaining modest fund balances that provide prudent reserves to help manage future uncertainties.

➤ **Service operations**

In response to expressed customer needs, Pierce Transit has identified expanded express services, more frequent peak hour services and more direct services to popular destinations as its most critical service needs for the next six years. During the next six years Pierce Transit will act on these priorities while expanding every aspect of its service mix.

- Fixed route service hours will grow approximately seventeen percent
- SHUTTLE will continue to provide sufficient resources to accommodate all eligible service requests
- The vanpool program will keep pace with the growing demand by adding 10 vehicles per year in 2007 - 2011



**2006 BUDGET  
THE NEXT SIX YEARS  
2006 - 2011**

Pierce Transit plans to invest \$166 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.

➤ **Capital investments**

- New and replacement vehicles will be purchased
- \$32 million will be invested to construct new maintenance and administrative facilities
- A park-and-ride lot will be constructed on the Gig Harbor Peninsula
- Park-and-ride and transfer facilities along the SR-7 Corridor will be enlarged and updated
- Across the system, bus stops will be improved, with new shelters placed at major boarding locations
- The Regional Fare Coordination system (aka Smart Card) will be fully implemented
- The communications system will be upgraded and replaced

*Source: Six-Year Financial Plan 2006 – 2011*

**PIERCE TRANSIT**  
**2006-2011 Financial Forecast**  
**Operating Revenues & Expenditures**

(Millions)	2005 Projected	2006 Budget	2007	2008	2009	2010	2011
<b>REVENUES -</b>							
BEGINNING WORKING CASH	\$27.800262	\$25.776942	\$38.247237	\$40.105549	\$37.775760	\$29.820875	\$26.769730
<b>OPERATING INCOME</b>							
FARES AND PASSES							
Local Fares	7.221558	8.366245	9.275224	9.669143	12.107685	12.285560	12.454919
Express Fares (Excludes ST)	0.066960	0.093761	0.094698	0.095645	0.116559	0.117725	0.118902
Shuttle	0.261108	0.329994	0.338796	0.347962	0.431368	0.443365	0.455860
Vanpool	1.806350	2.072561	2.128330	2.359142	2.435244	2.646209	2.726397
Subtotal- Fares and Passes	9.355976	10.862561	11.837048	12.471893	15.090856	15.492859	15.756079
SALES TAX	68.092115	72.177642	76.147412	80.335520	84.352296	88.569911	92.998406
OPER. ASSIST. CTR/VANPOOL	0.174267	0.126261	0.105000	0.100000	0.080000	0.080000	0.080000
SPECIAL NEEDS PROGRAM FUNDS	2.115638	2.293109	0.000000	0.000000	0.000000	0.000000	0.000000
INTEREST	0.126494	0.762112	1.062738	1.150955	1.080881	0.973303	0.888832
<b>ADVERTISING</b>							
TDI - Pierce Transit Revenue	0.782100	0.896989	0.498750	0.619778	0.744800	0.861840	0.999734
TDI Admin. Fee Received	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
<b>SOUND TRANSIT</b>							
ST Express Reimb.	14.340233	15.095547	17.334663	18.602071	19.416523	20.362478	21.242117
ST TDS Reimb.	0.465602	0.485003	0.497128	0.510551	0.523825	0.537444	0.550880
Special Service	0.166702	0.165000	0.169125	0.173691	0.178207	0.182841	0.187412
Other ST Reimb.	0.699050	0.700000	0.700000	0.700000	0.700000	0.700000	0.700000
<b>MISCELLANEOUS</b>							
SR 7 Route Grant	0.139897	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
ADA Operating Grant (5307)/Pierce County	3.347808	0.864824	0.918811	0.971824	1.040540	1.040540	1.040540
Preventive Maint. (5307)	2.675000	2.675000	2.675000	2.675000	2.675000	2.675000	2.675000
Other Miscellaneous	0.433622	0.351745	0.418687	0.435673	0.177800	0.177800	0.177800
TOTAL OPERATING INCOME	102.914504	107.455792	112.364363	118.746956	126.060728	131.654016	137.296800
TOTAL REVENUES & WORKING CASH	\$130.714766	\$133.232735	\$150.611600	\$158.852505	\$163.836489	\$161.474891	\$164.066530

**PIERCE TRANSIT**  
**2006-2011 Financial Forecast**  
**Operating Revenues & Expenditures**

(Millions)	2005 Projected	2006 Budget	2007	2008	2009	2010	2011
<b>EXPENDITURES -</b>							
<b>Ongoing Operations</b>							
Wages	\$45.378295	\$49.007397	\$52.497649	\$56.233178	\$60.067956	\$63.054812	\$66.083864
Benefits	10.306394	12.738793	13.958154	17.724667	19.427424	21.291503	22.756236
M & O	11.281974	12.105144	12.947222	13.674898	14.420661	14.886354	15.381971
Fuel	5.769036	6.204881	7.002911	7.594797	8.201236	8.675971	9.150225
Parts	3.231972	3.401772	3.633747	3.823778	4.054807	4.198358	4.386957
Purchased Trans.	5.605083	5.569275	5.722926	5.882849	6.049300	6.222548	6.402873
<b>Special Projects</b>							
Bridge Tolls	0.000000	0.000000	0.099225	0.114870	0.132585	0.133350	0.137505
Communications Syst. Operations	0.000000	0.000000	0.000000	0.500000	0.500000	0.500000	0.500000
Base Expansion Operations	0.000000	0.000000	0.000000	0.250000	0.250000	0.250000	0.250000
Smart Card Operations	0.000000	0.000000	0.240887	0.257873	0.265337	0.273983	0.300000
TOTAL EXPENDITURES: w/out Debt Payment and Depreciation	81.572753	89.027261	96.102722	106.056910	113.369306	119.486879	125.349630
<b>Non-Operating Costs</b>							
Long-Term Debt	0.483000	0.484000	0.484000	0.488000	0.487000	0.484000	0.480000
2007 Debt (Peninsula P&R)	0.000000	0.000000	1.124398	1.124398	1.124398	1.124398	1.124398
Special Needs Program Operations	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Payments to Pierce Co for 5307 Agreement	2.805906	0.691859	0.735049	0.777459	0.832432	0.832432	0.832432
Subtotal	3.288906	1.175859	2.343447	2.389857	2.443830	2.440830	2.436830
EXPENDITURES (w/ Debt & Reimbursements)	84.861659	90.203120	98.446169	108.446767	115.813136	121.927709	127.786460
TOTAL OPERATING INCOME LESS							
EXPENDITURES (w/ Debt & Reimbursements)	18.052844	17.252672	13.918194	10.300189	10.247592	9.726307	9.510340
<b>TRANSFERS -</b>							
Capital (expansion)	3.776741	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Capital Reserve	15.387223	3.500000	9.500000	10.000000	15.500000	10.000000	11.901623
Insurance	0.912200	1.282377	2.559882	2.629978	2.702477	2.777452	2.854975
Subtotal Transfers	20.076164	4.782377	12.059882	12.629978	18.202477	12.777452	14.756598
TOTAL EXPENDITURES AND TRANSFERS	\$104.937823	\$94.985497	\$110.506050	\$121.076745	\$134.015614	\$134.705161	142.543058
ENDING WORKING CASH	\$25.776942	\$38.247237	\$40.105549	\$37.775760	\$29.820875	\$26.769730	21.523472
REQUIRED CASH	5.743083	14.837877	16.017120	17.676152	18.894884	19.914480	20.891605
TOTAL EXPENDITURES & WORKING CASH	\$130.714766	\$133.232735	\$150.611600	\$158.852505	\$163.836489	\$161.474891	\$164.066530
<b>MARGIN / (DEFICIT)</b>	<b>\$20.033859</b>	<b>\$23.409360</b>	<b>\$24.088429</b>	<b>\$20.099609</b>	<b>\$10.925990</b>	<b>\$6.855250</b>	<b>\$0.631867</b>

**PIERCE TRANSIT**  
**2006-2011 Financial Forecast**  
**Ending Balances**

(Millions)	2005 Projected	2006 Budget	2007	2008	2009	2010	2011
<b><u>OPERATING FUND</u></b>							
Operating Fund Beginning Balance	\$27.800262	\$25.776942	\$38.247237	\$40.105549	\$37.775760	\$29.820875	26.769730
<b>Revenue</b>							
Operating Income	102.914504	107.455792	112.364363	118.746956	126.060728	131.654016	137.296800
Subtotal - Operating Revenue	102.914504	107.455792	112.364363	118.746956	126.060728	131.654016	137.296800
<b>Expenditures</b>							
Operating Expenditures	84.861659	90.203120	98.446169	108.446767	115.813136	121.927709	127.786460
Transfers	20.076164	4.782377	12.059882	12.629978	18.202477	12.777452	14.756598
Subtotal - Operating Expenditures	104.937823	94.985497	110.506050	121.076745	134.015614	134.705161	142.543058
<b>Operating Fund Ending Balance</b>	<b>\$25.776942</b>	<b>\$38.247237</b>	<b>\$40.105549</b>	<b>\$37.775760</b>	<b>\$29.820875</b>	<b>\$26.769730</b>	<b>\$21.523472</b>
<b>Required Margin</b>	5.743083	14.837877	16.017120	17.676152	18.894884	19.914480	20.891605
<b>Margin / (Deficit)</b>	20.033859	23.409360	24.088429	20.099609	10.925990	6.855250	0.631867
<b><u>CAPITAL FUND</u></b>							
<b>Revenue</b>							
Beginning Reserves	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000
<b>5307 Funding</b>							
5307 Earned Share	12.868626	7.436285	5.737677	6.073214	6.502647	6.502647	6.502647
5307 Competitive Funds	0.000000	2.925000	0.000000	0.952257	0.952257	1.018915	1.018915
Less Preventive Maintenance	-2.675000	-2.675000	-2.675000	-2.675000	-2.675000	-2.675000	-2.675000
5307 Funds Available for Capital Projects	10.193626	7.686285	3.062677	4.350471	4.779904	4.846562	4.846562
<b>Pierce County 5307</b>							
5307 Revenues from Pierce Co Agreement	3.347808	0.864824	0.918811	0.971824	1.040540	1.040540	1.040540
Pierce Co. 5307 dedicated to Prev. Maint	-3.347808	-0.864824	-0.918811	-0.971824	-1.040540	-1.040540	-1.040540
Pierce County 5307 Available for Capital	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
<b>Flexible Funds &amp; Earmarks</b>							
Federal Flex Funds - Regional	6.352572	0.000000	0.000000	2.556000	0.000000	0.000000	0.000000
Federal Flex Funds - Countywide	0.000000	2.104797	0.572600	1.447170	0.000000	1.447170	0.000000
Earmarks - 5309	3.192386	1.942653	2.000000	1.000000	1.000000	1.000000	1.000000
<b>Sound Transit</b>							
Sound Transit Base Expansion	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Sound Transit - Other Capital	2.933043	2.476825	0.000000	0.000000	0.000000	0.000000	0.000000
<b>Other Funding</b>							
State Funding	1.068983	0.844800	0.000000	0.000000	0.000000	0.000000	0.000000
Existing Unallocated Federal Funds	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Other Capital Revenues / Interest	0.437829	1.590492	0.658633	0.128222	0.232623	0.545366	0.597186



**PIERCE TRANSIT**  
**2006-2011 Financial Forecast**  
**Ending Balances**

(Millions)	2005	2006	2007	2008	2009	2010	2011
	Projected	Budget					
<b>Contributions from Other Funds</b>							
Use of Capital Reserve	15.387223	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Transfer from Operating Fund	3.776741	3.500000	9.500000	10.000000	15.500000	10.000000	11.901623
Proceeds from Peninsula P&R Note	0.000000	10.000000	0.000000	0.000000	0.000000	0.000000	0.000000
<b>Total Capital Revenues &amp; Reserves</b>	<b>43.342403</b>	<b>30.145852</b>	<b>15.793910</b>	<b>19.481863</b>	<b>21.512527</b>	<b>17.839098</b>	<b>18.345371</b>
<b>Expenditures</b>							
Revenue Vehicles	16.066890	7.653560	5.981677	7.212764	5.071128	3.429096	3.369587
Passenger Facilities & Amenities	3.347182	17.623551	4.291287	6.249156	5.545200	0.045200	0.045200
Base Facilities	7.343310	4.318201	14.457628	1.978000	0.222888	0.518513	0.241800
Technology	1.327405	22.826176	9.399559	0.750000	1.887000	13.079913	24.593323
Other	0.913082	2.582319	1.340000	0.408380	0.362045	0.423299	0.382995
Total Capital Expenditures (Inflated)	28.997869	55.003807	35.470151	16.598300	13.088261	17.496021	28.632905
<b>USE OF CAPITAL RESERVE</b>	<b>14.344534</b>	<b>-24.857955</b>	<b>-19.676241</b>	<b>2.883563</b>	<b>8.424266</b>	<b>0.343077</b>	<b>-10.287534</b>
<b>CAPITAL RESERVE</b>							
<b>Revenue</b>							
Beginning Reserves	\$34.463716	\$48.808250	\$23.950295	\$4.274054	\$7.157617	\$15.581883	\$15.924960
Total Capital Revenues	43.342403	30.145852	15.793910	19.481863	21.512527	17.839098	18.345371
<b>TOTAL CAPITAL RESERVE REVENUES &amp; BEGINNING RESERVE</b>	<b>77.806119</b>	<b>78.954102</b>	<b>39.744205</b>	<b>23.755917</b>	<b>28.670143</b>	<b>33.420981</b>	<b>34.270331</b>
<b>Expenditures</b>							
Capital Expenditures	28.997869	55.003807	35.470151	16.598300	13.088261	17.496021	28.632905
<b>CAPITAL RESERVE</b>	<b>\$48.808250</b>	<b>\$23.950295</b>	<b>\$4.274054</b>	<b>\$7.157617</b>	<b>\$15.581883</b>	<b>\$15.924960</b>	<b>\$5.637426</b>
<b>INSURANCE FUND</b>							
<b>Revenue</b>							
Beginning Balance	\$6.345022	\$5.180235	\$4.000000	\$4.000000	\$4.000000	\$4.000000	\$4.000000
Interest on Insurance Fund	0.142763	0.129506	0.110000	0.120000	0.130000	0.140000	0.150000
Transfer	0.912200	1.282377	2.559882	2.629978	2.702477	2.777452	2.854975
<b>Expenditures</b>							
Payments from Insurance Fund	2.219750	2.592118	2.669882	2.749978	2.832477	2.917452	3.004975
<b>Insurance Fund Ending Balance</b>	<b>\$5.180235</b>	<b>\$4.000000</b>	<b>\$4.000000</b>	<b>\$4.000000</b>	<b>\$4.000000</b>	<b>\$4.000000</b>	<b>\$4.000000</b>
<b>TOTAL ENDING BALANCES</b>	<b>\$79.765427</b>	<b>\$66.197532</b>	<b>\$48.379603</b>	<b>\$48.933377</b>	<b>\$49.402757</b>	<b>\$46.694690</b>	<b>\$31.160897</b>



## Emergency Preparedness

In light of today's world events, it is imperative that public transit agencies evaluate their ability to respond to and recover from a terrorist attack on domestic soil. Emergency preparedness exercises, held in conjunction with federal, state, and local government, as well as other agencies, help to prepare and test the agency's response to a wide range of emergency situations.

Pierce Transit has played a key role in a region-wide emergency preparedness drill that simulated a domestic terrorist attack. The coordinated response involved fire, law enforcement, and emergency personnel, as well as local hospitals. Pierce Transit supervisors and transit operators were recognized for their ability to orchestrate the transportation of the simulated victims to area hospitals.

Likewise, Pierce Transit must be prepared to respond to any situation that might prevent it from providing daily transportation services. A recent live-action exercise put the Agency's emergency preparedness, and its effectiveness in responding to a sudden emergency, to the test. The drill simulated the loss of the compressed natural gas fueling station, the destruction of the facilities maintenance building, damage and fire in the administration building, damaged buses and multiple employee injuries. This severely compromised the Agency's ability to provide essential transportation services. In accordance with the Emergency Management Plan, the Executive Staff set up the Emergency Operations Center to respond to the crisis. Lakewood Police and Fire Departments added an unnerving realism to the exercise.

The designer of the exercise commended Agency personnel for their high level of responsiveness, prior preparation and training, and its teamwork in responding to the simulated emergency. Practicing for emergency situations and testing the Agency's knowledge and preparedness can save lives and property, and minimize disruption of service when faced with real emergencies.





## 2006 BUDGET OVERALL SUMMARY

(rounded to the nearest \$100)	2004	2005	2005	2006	% CHANGE
	YEAR-END	AMENDED	YEAR-END		
	ACTUALS	BUDGET	ESTIMATE	BUDGET	2006 TO 2005 EST.

### REVENUES

#### OPERATING INCOME

Fares and Advertising	\$9,810,800	\$10,585,300	\$10,138,100	\$11,759,600	16.0%
Sales Tax	61,771,000	62,147,200	68,092,100	72,177,600	6.0%
Bonds	0	0	0	10,000,000	0.0%
Preventive Maintenance	2,675,000	2,675,000	2,675,000	2,675,000	0.0%
Oper. / Capital Assistance	18,447,600	29,402,900	29,518,200	18,339,600	-37.9%
Sound Transit / Seattle Express					
Reimbursement	14,072,800	17,681,200	15,671,600	16,445,500	4.9%
Other	2,285,900	1,559,500	1,140,600	2,833,900	148.5%

<b>REVENUES</b>	<b>109,063,100</b>	<b>124,051,100</b>	<b>127,235,600</b>	<b>134,231,200</b>	<b>5.5%</b>
-----------------	--------------------	--------------------	--------------------	--------------------	-------------

#### BEGINNING BALANCES

Working Cash	35,051,000	21,557,800	27,800,300	25,776,900	-7.3%
Insurance	5,724,500	5,811,900	6,345,000	5,180,200	-18.4%
Depreciation	16,100,400	36,492,800	34,463,700	48,808,100	41.6%

<b>BEGINNING BALANCES</b>	<b>56,875,900</b>	<b>63,862,500</b>	<b>68,609,000</b>	<b>79,765,200</b>	<b>16.3%</b>
---------------------------	-------------------	-------------------	-------------------	-------------------	--------------

<b>TOTAL REVENUES AND BALANCES</b>	<b>\$165,939,000</b>	<b>\$187,913,600</b>	<b>\$195,844,600</b>	<b>\$213,996,400</b>	<b>9.3%</b>
------------------------------------	----------------------	----------------------	----------------------	----------------------	-------------

### EXPENDITURES

Personnel	\$51,689,600	\$59,597,000	\$55,684,700	\$61,746,200	10.9%
Maintenance and Operations	21,708,400	25,795,400	25,888,100	27,281,100	5.4%
Debt Service	572,600	483,000	483,000	484,000	0.2%
Pierce County Agreement	0	2,805,900	2,805,900	691,900	-75.3%
Capital	21,256,300	60,561,400	28,997,900	55,003,800	89.7%
Insurance	2,103,000	2,855,000	2,219,800	2,592,100	16.8%

<b>EXPENDITURES</b>	<b>97,329,900</b>	<b>152,097,700</b>	<b>116,079,400</b>	<b>147,799,100</b>	<b>27.3%</b>
---------------------	-------------------	--------------------	--------------------	--------------------	--------------

#### ENDING BALANCES

Working Cash	27,800,300	4,523,000	25,776,900	38,247,000	48.4%
Insurance	6,345,100	4,000,000	5,180,200	4,000,000	-22.8%
Depreciation	34,463,700	27,292,900	48,808,100	23,950,300	-50.9%

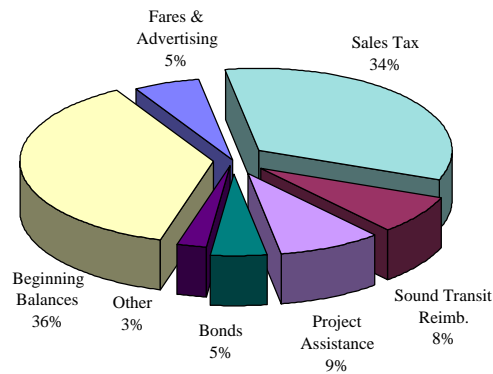
<b>ENDING BALANCES</b>	<b>68,609,100</b>	<b>35,815,900</b>	<b>79,765,200</b>	<b>66,197,300</b>	<b>-17.0%</b>
------------------------	-------------------	-------------------	-------------------	-------------------	---------------

#### TOTAL EXPENDITURES AND BALANCES

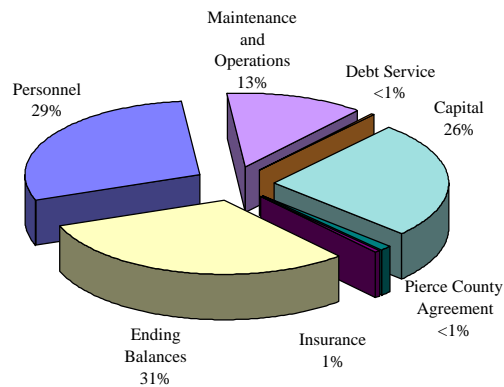
<b>\$165,939,000</b>	<b>\$187,913,600</b>	<b>\$195,844,600</b>	<b>\$213,996,400</b>	<b>9.3%</b>
----------------------	----------------------	----------------------	----------------------	-------------

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

### Revenues

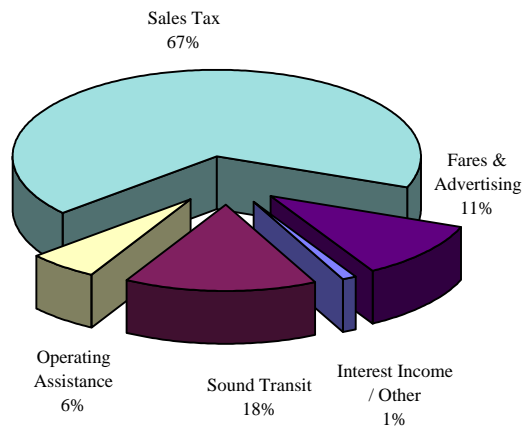


### Expenditures





## Operating Revenues

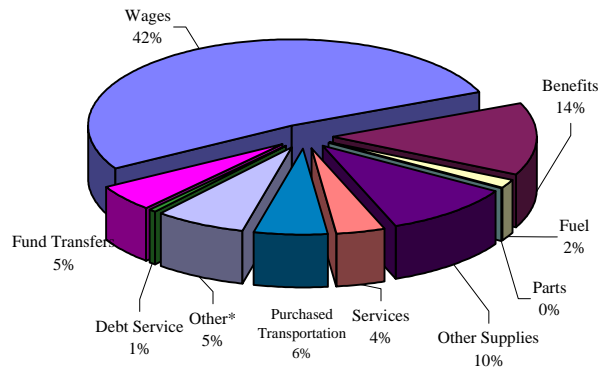


## 2006 BUDGET OPERATING SUMMARY - REVENUES

(rounded to the nearest \$100)	2004 YEAR-END ACTUALS	2005 AMENDED BUDGET	2005 YEAR-END ESTIMATE	2006 BUDGET	% CHANGE 2006 TO 2005 EST.
<b>OPERATING REVENUES</b>					
<b>OPERATING INCOME</b>					
Fares	\$9,368,500	\$9,821,400	\$9,356,000	\$10,862,600	16.1%
Advertising	442,400	763,900	782,100	897,000	14.7%
<b>SUBTOTAL - INCOME</b>	<b>9,810,900</b>	<b>10,585,300</b>	<b>10,138,100</b>	<b>11,759,600</b>	<b>16.0%</b>
<b>SALES TAX</b>					
<b>OPERATING ASSISTANCE</b>	<b>61,771,000</b>	<b>62,147,200</b>	<b>68,092,100</b>	<b>72,177,600</b>	<b>6.0%</b>
CTR / Vanpool Assistance	113,700	305,200	174,300	126,300	-27.5%
Pierce County Agreement	0	3,232,400	3,347,800	864,800	-74.2%
SR 7 Route Grant	1,036,000	500,000	139,900	0	-100.0%
Special Needs Transportation Grant	158,500	1,026,100	2,115,600	2,293,100	8.4%
Preventive Maintenance	2,675,000	2,675,000	2,675,000	2,675,000	0.0%
<b>SOUND TRANSIT</b>					
ST Express Reimbursement	13,342,400	16,219,100	14,340,200	15,095,500	5.3%
ST TDS Reimbursement	453,600	485,000	465,600	485,000	4.2%
Special Service Reimbursement	39,900	145,900	166,700	165,000	-1.0%
Other Reimbursement	236,900	831,200	699,100	700,000	0.1%
<b>INTEREST INCOME</b>	<b>736,700</b>	<b>126,500</b>	<b>126,500</b>	<b>762,100</b>	<b>502.5%</b>
<b>OTHER</b>	<b>1,069,600</b>	<b>576,300</b>	<b>433,600</b>	<b>351,700</b>	<b>-18.9%</b>
<b>CURRENT OPERATING REVENUES</b>	<b>91,444,200</b>	<b>98,855,200</b>	<b>102,914,500</b>	<b>107,455,700</b>	<b>4.4%</b>
<b>BEGINNING BALANCE</b>	<b>35,051,000</b>	<b>21,557,800</b>	<b>27,800,300</b>	<b>25,776,900</b>	<b>-7.3%</b>
<b>TOTAL OPERATING REVENUES AND BEGINNING BALANCE</b>	<b>\$126,495,200</b>	<b>\$120,413,000</b>	<b>\$130,714,800</b>	<b>\$133,232,600</b>	<b>1.9%</b>



## Operating Expenditures & Transfers



\* Includes: Utilities, rentals, repairs, purchased insurance, and other miscellaneous expenses.

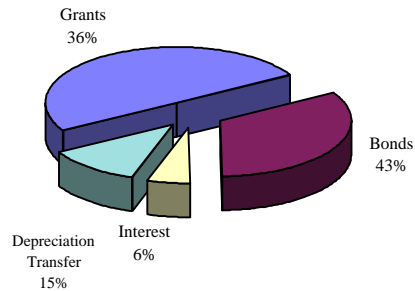
## 2006 BUDGET OPERATING SUMMARY - EXPENDITURES

(rounded to the nearest \$100)	2004 YEAR-END ACTUALS	2005 AMENDED BUDGET	2005 YEAR-END ESTIMATE	2006 BUDGET	% CHANGE 2006 TO 2005 EST.
<b>OPERATING EXPENDITURES</b>					
<b>OPERATING</b>					
Wages	\$42,426,200	\$47,257,900	\$45,378,300	\$49,007,400	8.0%
Benefits	9,263,400	12,339,100	10,306,400	12,738,800	23.6%
<b>SUBTOTAL - PERSONNEL</b>	<b>51,689,600</b>	<b>59,597,000</b>	<b>55,684,700</b>	<b>61,746,200</b>	<b>10.9%</b>
Supplies	8,638,300	9,783,300	10,856,900	11,353,100	4.6%
Services	2,743,000	3,776,100	3,254,600	3,558,000	9.3%
Insurance (Purchased)	875,000	787,200	774,700	678,500	-12.4%
Utilities	701,700	792,200	773,200	856,800	10.8%
Repairs	877,600	1,284,200	1,437,400	1,709,100	18.9%
Rentals	235,000	253,100	249,300	164,300	-34.1%
Purchased Transportation	5,836,700	5,679,900	5,605,100	5,569,300	-0.6%
Other	1,801,100	3,439,500	2,936,900	3,392,000	15.5%
<b>SUBTOTAL - MAINTENANCE AND OPERATING</b>	<b>21,708,400</b>	<b>25,795,500</b>	<b>25,888,100</b>	<b>27,281,100</b>	<b>5.4%</b>
<b>SUBTOTAL - OPERATING</b>	<b>73,398,000</b>	<b>85,392,500</b>	<b>81,572,800</b>	<b>89,027,300</b>	<b>9.1%</b>
Debt Service	572,600	483,000	483,000	484,000	0.2%
Pierce County Agreement	0	2,805,900	2,805,900	691,900	-75.3%
<b>CURRENT EXPENDITURES</b>	<b>73,970,600</b>	<b>88,681,400</b>	<b>84,861,700</b>	<b>90,203,200</b>	<b>6.3%</b>
<b>TRANSFERS</b>					
Capital Transfer	19,172,800	10,909,100	3,776,700	0	-100.0%
Liability and Other Insurance Transfer	1,455,500	497,200	497,200	806,700	62.2%
Workers' Comp. Transfer	1,186,000	415,100	415,100	475,700	14.6%
Depreciation Transfer	2,910,000	15,387,200	15,387,200	3,500,000	-77.3%
<b>SUBTOTAL - TRANSFERS</b>	<b>24,724,300</b>	<b>27,208,600</b>	<b>20,076,200</b>	<b>4,782,400</b>	<b>-76.2%</b>
<b>CURRENT EXPENDITURES AND TRANSFERS</b>	<b>98,694,900</b>	<b>115,890,000</b>	<b>104,937,900</b>	<b>94,985,600</b>	<b>-9.5%</b>
ENDING BALANCE	27,800,300	4,523,000	25,776,900	38,247,000	48.4%
<b>TOTAL OPERATING EXPENDITURES AND ENDING BALANCE</b>	<b>\$126,495,200</b>	<b>\$120,413,000</b>	<b>\$130,714,800</b>	<b>\$133,232,600</b>	<b>1.9%</b>

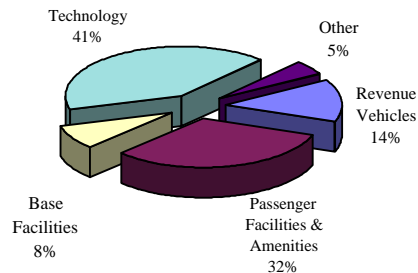


## 2006 BUDGET CAPITAL SUMMARY

### Capital Revenues & Transfers



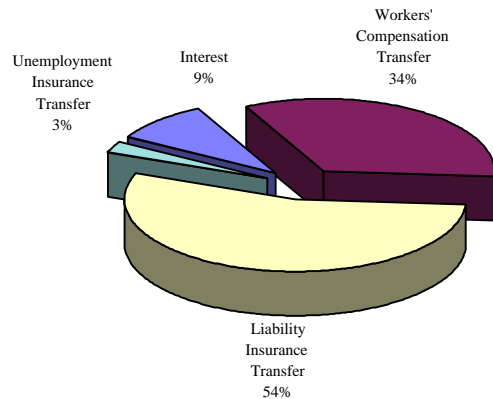
### Capital Expenditures



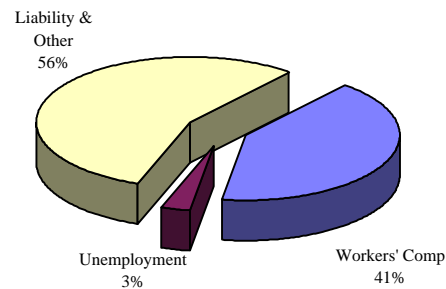
(rounded to the nearest \$100)	2004 YEAR-END ACTUALS	2005 AMENDED BUDGET	2005 YEAR-END ESTIMATE	2006 BUDGET	% CHANGE 2006 TO 2005 EST.
<b>CAPITAL REVENUES</b>					
<b>CURRENT REVENUES</b>					
Grants	\$17,139,400	\$24,339,200	\$23,740,600	\$15,055,400	-36.6%
Bonds	0	0	0	10,000,000	0.0%
Other Capital Revenue / Interest	397,500	725,900	437,800	1,590,500	263.3%
<b>CAPITAL REVENUE</b>	<b>17,536,900</b>	<b>25,065,100</b>	<b>24,178,400</b>	<b>26,645,900</b>	<b>10.2%</b>
<b>TRANSFERS</b>					
Capital	19,172,800	10,909,100	3,776,700	0	-100.0%
Base Sinking Fund	0	0	0	0	0.0%
Depreciation	2,910,000	15,387,200	15,387,200	3,500,000	-77.3%
<b>CAPITAL REVENUES AND TRANSFERS</b>	<b>39,619,700</b>	<b>51,361,400</b>	<b>43,342,300</b>	<b>30,145,900</b>	<b>-30.4%</b>
<b>BEGINNING BALANCES</b>					
Depreciation	16,100,400	36,492,800	34,463,700	48,808,200	41.6%
<b>TOTAL CAPITAL REVENUE AND BEGINNING BALANCES</b>	<b>55,720,100</b>	<b>87,854,200</b>	<b>77,806,000</b>	<b>78,954,100</b>	<b>1.5%</b>
<b>CAPITAL EXPENDITURES</b>					
<b>CAPITAL ACQUISITION</b>					
Revenue Vehicles	16,442,800	16,066,900	16,066,900	7,653,500	-52.4%
Passenger Facilities & Amenities	995,500	7,839,200	3,347,200	17,623,600	426.5%
Base Facilities	1,202,500	8,724,000	7,343,300	4,318,200	-41.2%
Technology	2,014,600	23,674,000	1,327,400	22,826,200	1619.6%
Other	600,900	4,257,400	913,100	2,582,300	182.8%
<b>CAPITAL EXPENDITURES</b>	<b>21,256,300</b>	<b>60,561,500</b>	<b>28,997,900</b>	<b>55,003,800</b>	<b>89.7%</b>
<b>ENDING BALANCES</b>					
Depreciation	34,463,800	27,292,700	48,808,100	23,950,300	-50.9%
<b>TOTAL CAPITAL EXPENDITURES AND ENDING BALANCES</b>	<b>\$55,720,100</b>	<b>\$87,854,200</b>	<b>\$77,806,000</b>	<b>\$78,954,100</b>	<b>1.5%</b>



## Insurance Revenues



## Insurance Expenditures



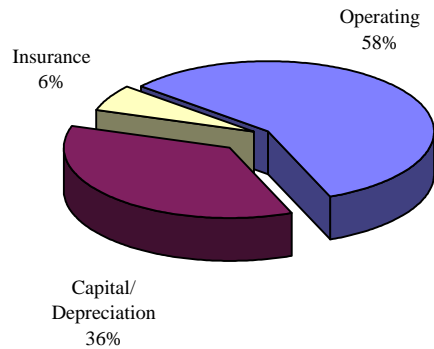
## 2006 BUDGET INSURANCE SUMMARY

(rounded to the nearest \$100)	2004 YEAR-END ACTUALS	2005 AMENDED BUDGET	2005 YEAR-END ESTIMATE	2006 BUDGET	% CHANGE 2006 TO 2005 EST.
<b>INSURANCE REVENUES</b>					
Liability Insurance Interest	\$61,800	\$71,000	\$55,500	\$71,800	29.4%
Workers' Comp. Interest	6,400	56,200	82,100	53,700	-34.6%
Unemployment Insurance Interest	14,000	3,700	5,100	4,000	-21.6%
<b>INSURANCE REVENUES</b>	<b>82,200</b>	<b>130,900</b>	<b>142,700</b>	<b>129,500</b>	<b>-9.3%</b>
Liability Insurance Transfer	1,368,300	467,900	468,000	770,800	64.7%
Workers Comp. Transfer	1,186,000	415,100	415,100	475,700	14.6%
Unemployment Insurance Transfer	87,200	29,200	29,200	35,900	22.9%
<b>INSURANCE REVENUES AND TRANSFERS</b>	<b>2,723,700</b>	<b>1,043,100</b>	<b>1,055,000</b>	<b>1,411,900</b>	<b>33.8%</b>
<b>BEGINNING BALANCES</b>					
Liability Insurance	3,157,100	3,227,800	3,751,100	3,410,800	-9.1%
Workers' Comp. Insurance	1,512,200	1,514,800	1,498,700	719,900	-52.0%
Unemployment Insurance	1,055,100	1,069,300	1,095,200	1,049,500	-4.2%
<b>BEGINNING BALANCES</b>	<b>5,724,400</b>	<b>5,811,900</b>	<b>6,345,000</b>	<b>5,180,200</b>	<b>-18.4%</b>
<b>TOTAL INSURANCE REVENUES AND BEGINNING BALANCES</b>	<b>8,448,100</b>	<b>6,855,000</b>	<b>7,400,000</b>	<b>6,592,100</b>	<b>-10.9%</b>
<b>INSURANCE EXPENDITURES</b>					
Liability and Other Insurance	836,000	1,550,000	863,800	1,437,100	66.4%
Workers' Comp. Insurance	1,205,900	1,225,000	1,276,000	1,075,000	-15.8%
Unemployment Insurance	61,100	80,000	80,000	80,000	0.0%
<b>INSURANCE EXPENDITURES</b>	<b>2,103,000</b>	<b>2,855,000</b>	<b>2,219,800</b>	<b>2,592,100</b>	<b>16.8%</b>
<b>ENDING BALANCES</b>					
Liability Insurance	3,751,200	2,216,800	3,410,800	2,816,100	-17.4%
Workers' Comp. Insurance	1,498,700	761,100	719,900	174,400	-75.8%
Unemployment Insurance	1,095,200	1,022,100	1,049,500	1,009,500	-3.8%
<b>ENDING BALANCES</b>	<b>6,345,100</b>	<b>4,000,000</b>	<b>5,180,200</b>	<b>4,000,000</b>	<b>-22.8%</b>
<b>TOTAL INSURANCE EXPENDITURES AND ENDING BALANCES</b>	<b>\$8,448,100</b>	<b>\$6,855,000</b>	<b>\$7,400,000</b>	<b>\$6,592,100</b>	<b>-10.9%</b>





## Ending Balances



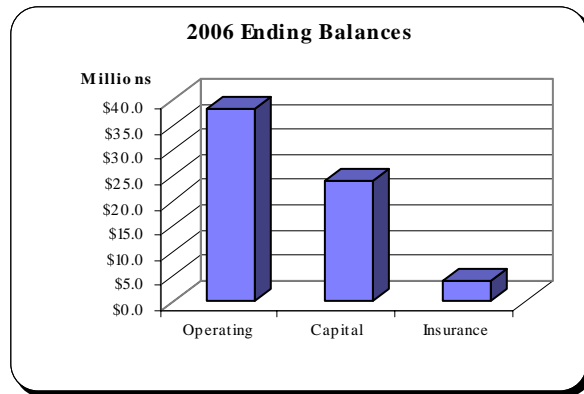
## 2006 BUDGET ENDING BALANCES

(rounded to the nearest \$100)	2004 YEAR-END ACTUALS	2005 AMENDED BUDGET	2005 YEAR-END ESTIMATE	2006 BUDGET	% CHANGE 2006 TO 2005 EST.
<b>OPERATING</b>					
Revenues	\$91,444,200	\$98,855,200	\$102,914,500	\$107,455,700	4.4%
Less: Expenditures	(73,970,600)	(88,681,400)	(84,861,700)	(90,203,200)	6.3%
<b>Subtotal</b>	<b>17,473,600</b>	<b>10,173,800</b>	<b>18,052,800</b>	<b>17,252,500</b>	<b>-4.4%</b>
Plus: Beginning Balance	35,051,000	21,557,800	27,800,300	25,776,900	-7.3%
Less: Fund Transfers					
Capital	(19,172,800)	(10,909,100)	(3,776,700)	0	-100.0%
Depreciation	(2,910,000)	(15,387,200)	(15,387,200)	(3,500,000)	-77.3%
Base Sinking Fund	0	0	0	0	0.0%
Insurance	(2,641,500)	(912,300)	(912,300)	(1,282,400)	40.6%
<b>ENDING OPERATING BALANCE</b>	<b>\$27,800,300</b>	<b>\$4,523,000</b>	<b>\$25,776,900</b>	<b>\$38,247,000</b>	<b>48.4%</b>
<b>CAPITAL/DEPRECIATION</b>					
Revenues	\$17,536,900	\$25,065,100	\$24,178,400	\$26,645,900	10.2%
Plus: Fund Transfers					
Capital	19,172,800	10,909,100	3,776,700	0	-100.0%
Depreciation	2,910,000	15,387,200	15,387,200	3,500,000	-77.3%
Base Sinking Fund	0	0	0	0	
<b>Subtotal Revenue</b>	<b>39,619,700</b>	<b>51,361,400</b>	<b>43,342,300</b>	<b>30,145,900</b>	<b>-30.4%</b>
Less: Expenditures	(21,256,300)	(60,561,500)	(28,997,900)	(55,003,800)	89.7%
<b>Subtotal</b>	<b>18,363,400</b>	<b>(9,200,100)</b>	<b>14,344,400</b>	<b>(24,857,900)</b>	<b>-273.3%</b>
Plus: Beginning Balance	16,100,400	36,492,800	34,463,700	48,808,200	41.6%
<b>ENDING CAPITAL/DEPRECIATION BALANCE</b>	<b>\$34,463,800</b>	<b>\$27,292,700</b>	<b>\$48,808,100</b>	<b>\$23,950,300</b>	<b>-50.9%</b>
<b>INSURANCE</b>					
Revenues	\$82,200	\$130,900	\$142,700	\$129,500	-9.3%
Plus: Fund Transfers	2,641,500	912,200	912,300	1,282,400	40.6%
<b>Subtotal Revenue</b>	<b>2,723,700</b>	<b>1,043,100</b>	<b>1,055,000</b>	<b>1,411,900</b>	<b>33.8%</b>
Less: Expenditures	(2,103,000)	(2,855,000)	(2,219,800)	(2,592,100)	16.8%
<b>Subtotal</b>	<b>620,700</b>	<b>(1,811,900)</b>	<b>(1,164,800)</b>	<b>(1,180,200)</b>	<b>1.3%</b>
Plus: Beginning Balance	5,724,400	5,811,900	6,345,000	5,180,200	-18.4%
<b>ENDING INSURANCE BALANCE</b>	<b>\$6,345,100</b>	<b>\$4,000,000</b>	<b>\$5,180,200</b>	<b>\$4,000,000</b>	<b>-22.8%</b>
<b>GRAND TOTAL - ALL BALANCES</b>	<b>\$68,609,200</b>	<b>\$35,815,700</b>	<b>\$79,765,200</b>	<b>\$66,197,300</b>	<b>-17.0%</b>



### In brief:

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



## 2006 BUDGET ENDING BALANCES REQUIREMENTS

The Pierce Transit Board of Commissioners has established requirements for the level of unallocated funding that must be maintained in the Operating Fund. This amount is a minimum of two months of Agency operating expenditures. The balance of \$38,247,000 at the end of 2006 meets the requirements. The ending balance change from 2005 year-end estimate to 2006 Budget is a result of the reduction in the transfer of funds to the Capital Budget for projected capital improvements.

Budgeted capital projects are funded through the capital reserve. The capital reserve is a fund dedicated to approved current capital projects. The reserve is established in order to replace capital equipment and facilities as they wear out. The capital reserve 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 insurance reserves will be set at a level to adequately protect the Agency from self-insurance risks. They are currently set at \$4 million.

At the end of 2006, total Agency fund balances will be \$66.2 million. This is an increase of \$30.4 million from the prior year budget. This results from the carry forward of capital projects in process.

A comparison of the ending balances for all the categories for three years and the percent change from 2005 year-end estimate to 2006 is located in the Budget Summary section.



## 2006 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 Legislature, 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 twelve consecutive months, out of the previous twenty-four month period. A ratio of 1.25 or greater is required.

An additional coverage test, taking into account the Agency operating costs, will be applied. This test will be 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 forty years.



**2006 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 3/8 of 1% 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**

Assessed Value	\$ 29,619,949,949	\$ 29,462,266,823
Percentage of Assessed Value	0.375%	1.250%
Legal Debt Limit	111,074,812	368,278,335
Debt Outstanding	(2,525,000)	(2,525,000)
Remaining Debt Capacity	\$ 108,549,812	\$ 365,753,335
Percent Remaining Debt Capacity	97.7%	99.3%

(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 2004 assessments for 2005 tax collections. The value of all taxable property for tax purposes is estimated to be \$29.6 billion. On this basis, the Agency's remaining debt capacity is \$108.5 million and \$365.8 million as of January 1, 2006 for non-voted and voted debt respectively.

The existing debt levels at 2.3% of the non-voted debt capacity and 0.69% 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.



## 2006 BUDGET DEBT

### In brief:

The total Pierce Transit bonds payable principle is \$2,525,000. With interest of \$379,981, the total debt service is \$2,904,961.

### 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 Aaa 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.

Bonds Payable				
Year	Interest Rate	Principal	Total Interest	Total Debt Service
2006	3.90%	380,000	103,542	483,542
2007	4.00%	395,000	88,722	483,722
2008	4.00%	415,000	72,922	487,922
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>\$2,525,000</u>	<u>\$ 379,981</u>	<u>\$ 2,904,981</u>



## 2006 BUDGET PERSONNEL SUMMARY

### In Brief:

Pierce Transit workforce represents the diversity of customers served.

Majority – 70.4%

African American – 19.3%

Native American – 1%

Asian – 5.6%

Hispanic – 3.7%

Female – 38%



### Personnel Summary

The 2006 Budget includes 945 positions and 915.7 full-time equivalents (FTEs). A total of 15 additional position requests for 2006 include 12 for Operations and Maintenance for new service and system growth, and 3 support positions. Positions are increasing 1.6% over 2005. Operations and Maintenance Departments together represent 810 or 85% of total positions. The following pages include a Personnel Summary showing FTEs and Positions by Department and Division for 2003, 2004, 2005, and 2006 including the change from 2005 and pie graphs showing the 2006 FTEs by Department and Change in FTEs by Department.

Departments and divisions breakdown as follows:

Executive - *Administration and Public Relations*

Operations - *Administration, Safety & Training, Service Coordination, Specialized Transportation, Transit Public Safety, and Transit Services*

Maintenance - *Administration, Facilities Maintenance, Maintenance Automotive, Maintenance Bus, Maintenance Safety, and Maintenance Training*

Technology & Transit Development – *Administration, Bus Stop Program, Capital & Grants Administration, Capital Development & Construction Projects, Community Services (ADA, CTR, and Vanpool), Information Systems, Marketing, Operations Planning, and Project Management*

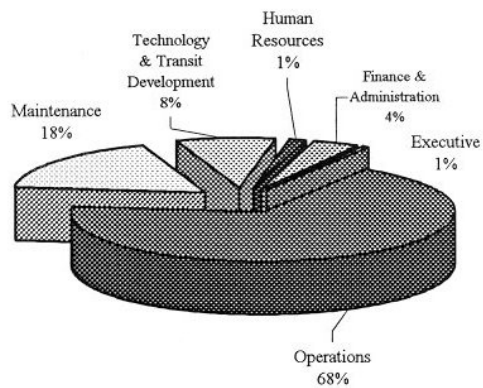
Human Resources - *Human Resources and Risk Management*

Finance & Administration - *Administration, Accounting, Administrative Services, Budgeting, and Purchasing & Warehousing*



## 2006 BUDGET PERSONNEL SUMMARY

2006 FTE's by Department



Department Division	FTEs					Positions				
	2003 Budget	2004 Budget	2005 Budget	2006 Budget	2006-2005 Change	2003 Budget	2004 Budget	2005 Budget	2006 Budget	2006-2005 Change
<b>Executive</b>										
Administration	2.6	2.6	2.7	3.1	0.4	3.0	3.0	4.0	4.0	0.0
Information Systems	8.5	10.5	0.0	0.0	0.0	9.0	11.0	0.0	0.0	0.0
Project Management	1.5	2.0	0.0	0.0	0.0	2.0	2.0	0.0	0.0	0.0
Public Relations	1.4	1.4	1.4	1.4	0.0	2.0	2.0	2.0	2.0	0.0
Total	14.0	16.5	4.1	4.5	0.4	16.0	18.0	6.0	6.0	0.0
<b>Operations</b>										
Administration	2.0	2.0	2.0	2.0	0.0	2.0	2.0	2.0	2.0	0.0
Safety & Training	8.3	8.5	8.5	8.8	0.3	8.0	8.0	8.0	8.0	0.0
Service Coordination	54.4	59.1	60.0	61.0	1.0	52.0	56.0	57.0	57.0	0.0
Spec. Trans. (SHUTTLE)	71.3	71.8	73.3	71.3	(2.0)	67.0	67.0	68.0	67.0	(1.0)
Transit Public Safety	1.5	2.0	2.0	2.0	0.0	2.0	2.0	2.0	2.0	0.0
Transit Services	424.1	437.3	469.2	479.3	10.1	461.0	475.0	501.0	511.0	10.0
Total	561.6	580.7	615.0	624.4	9.4	592.0	610.0	638.0	647.0	9.0
<b>Maintenance</b>										
Administration	2.9	3.0	3.8	3.0	(0.8)	4.0	3.0	4.0	3.0	(1.0)
Facilities Maintenance	26.8	27.3	31.5	34.0	2.5	27.0	28.0	32.0	34.0	2.0
Maintenance Automotive	26.5	26.8	28.0	31.0	3.0	26.0	27.0	28.0	31.0	3.0
Maintenance Bus	85.6	89.6	93.8	93.0	(0.8)	87.0	91.0	94.0	93.0	(1.0)
Maintenance Safety	1.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0	0.0
Maintenance Training	1.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0	0.0
Total	143.8	148.6	159.1	163.0	4.0	146.0	151.0	160.0	163.0	3.0



## 2006 BUDGET PERSONNEL SUMMARY

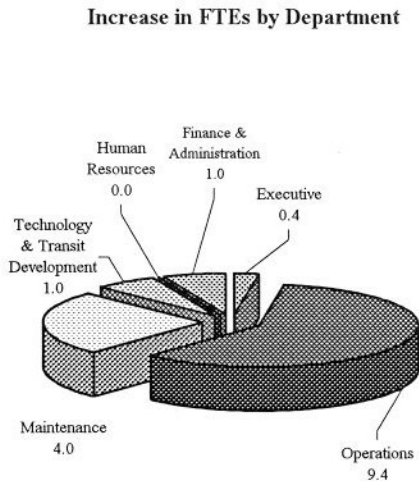
Department Division	FTEs					Positions				
	2003 Budget	2004 Budget	2005 Budget	2006 Budget	2006-2005 Change	2003 Budget	2004 Budget	2005 Budget	2006 Budget	2006-2005 Change
<b>Technology &amp; Transit Development</b>										
Administration	0.0	0.0	2.0	2.0	0.0	0.0	0.0	2.0	2.0	0.0
Bus Stop Program	0.0	0.0	4.0	4.0	0.0	0.0	0.0	4.0	4.0	0.0
Capital & Grants Admin	5.0	5.5	1.0	1.8	0.8	5.0	6.0	1.0	2.0	1.0
Capital Dev & Const Projects	3.9	6.0	5.0	5.5	0.5	5.0	6.0	5.0	6.0	1.0
Community Services	15.0	15.5	16.0	16.0	0.0	15.0	16.0	16.0	16.0	0.0
Information Systems	0.0	0.0	9.5	9.5	0.0	0.0	0.0	10.0	10.0	0.0
Marketing	24.1	24.3	24.3	24.8	0.5	25.0	26.0	26.0	27.0	1.0
Operations Planning	10.5	10.8	11.8	11.0	(0.8)	11.0	11.0	12.0	11.0	(1.0)
Project Management	0.0	0.0	2.0	2.0	0.0	0.0	0.0	2.0	2.0	0.0
<b>Total</b>	<b>58.5</b>	<b>62.0</b>	<b>75.5</b>	<b>76.5</b>	<b>1.0</b>	<b>61.0</b>	<b>65.0</b>	<b>78.0</b>	<b>80.0</b>	<b>2.0</b>
<b>Human Resources</b>										
Human Resources	8.0	8.0	8.0	8.0	0.0	8.0	8.0	8.0	8.0	0.0
Risk Management	3.0	3.0	3.0	3.0	0.0	3.0	3.0	3.0	3.0	0.0
<b>Total</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>0.0</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>0.0</b>
<b>Finance &amp; Administration</b>										
Administration	1.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0	0.0
Accounting	12.0	12.3	12.3	12.3	0.0	14.0	14.0	14.0	14.0	0.0
Administrative Services	7.0	7.0	7.0	7.0	0.0	7.0	7.0	7.0	7.0	0.0
Budgeting	2.0	2.0	2.0	2.0	0.0	2.0	2.0	2.0	2.0	0.0
Purchasing & Warehousing	12.0	13.0	13.0	14.0	1.0	12.0	13.0	13.0	14.0	1.0
<b>Total</b>	<b>34.0</b>	<b>35.3</b>	<b>35.3</b>	<b>36.3</b>	<b>1.0</b>	<b>36.0</b>	<b>37.0</b>	<b>37.0</b>	<b>38.0</b>	<b>1.0</b>
<b>AGENCY TOTAL</b>	<b>822.9</b>	<b>854.1</b>	<b>899.9</b>	<b>915.7</b>	<b>15.8</b>	<b>862.0</b>	<b>892.0</b>	<b>930.0</b>	<b>945.0</b>	<b>15.0</b>

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 Transit Services Division while the FTEs (expenditures) are recorded in the Service Coordination and SHUTTLE Divisions. Relief Service Supervisors and relief SHUTTLE operators are hired from the pool of transit operators.







**2006 BUDGET**  
**DETAIL OF FTE / POSITION CHANGES**  
**BY DEPARTMENT / DIVISION**

Department Division	Description		Change in 2006 FTEs	Change in 2006 Positions
<b>Executive</b>				
Administration	Executive Secretary/Clerk of the Board	New	0.4	0.0
			<u>0.4</u>	<u>0.0</u>
Public Relations	Public Relations Specialist	Reclass	0.4	1.0
	Executive Secretary	Reclass	-0.4	-1.0
			<u>0.0</u>	<u>0.0</u>
<b>Total Executive</b>			<b><u>0.4</u></b>	<b><u>0.0</u></b>
<b>Operations</b>				
Safety & Training	Relief Instructor	New	0.3	0.0
			<u>0.3</u>	<u>0.0</u>
Service Coordination	Relief Service Supervisor	New	1.0	0.0
			<u>1.0</u>	<u>0.0</u>
Specialized Transportation - Admin	Service Supervisor	Decrease	-1.0	-1.0
	Dispatcher	Decrease	-1.0	0.0
			<u>-2.0</u>	<u>-1.0</u>
Transit Services - Admin	Division Assistant	Annualize	0.3	0.0
Transit Services - Ops	Transit Operators	Annualize	2.3	0.0
	Transit Operators	New	3.0	10.0
	Relief Operators	New	4.6	0.0
			<u>10.1</u>	<u>10.0</u>
<b>Total Operations</b>			<b><u>9.4</u></b>	<b><u>9.0</u></b>



**2006 BUDGET  
DETAIL OF FTE / POSITION CHANGES  
BY DEPARTMENT / DIVISION**

<b>Department Division</b>	<b>Description</b>		<b>Change in 2006 FTEs</b>	<b>Change in 2006 Positions</b>
<b>Maintenance</b>				
Administration	VP	Decrease	-0.8	-1.0
			<u>-0.8</u>	<u>-1.0</u>
Automotive	Division Assistant (reclass from Data Spec -Bus)	Transfer	1.0	1.0
	Automotive Technician	New	1.0	1.0
	Service Station Attendant	New	1.0	1.0
			<u>3.0</u>	<u>3.0</u>
Maintenance Bus	Assistant Maintenance Manager	Reclass	1.0	1.0
	Lead Mechanic	Reclass	-1.0	-1.0
	Journey Level Mechanic (reclass from Mech I)	Reclass	1.0	1.0
	Mechanic I (reclass to JLM)	Reclass	-1.0	-1.0
	Mechanic I (reclass from SSA)	Reclass	4.0	4.0
	Service Station Attendant (reclass to Mech I)	Reclass	-4.0	-4.0
	Data Specialist	Reclass	1.0	1.0
	Administrative Specialist I (reclass to Data Spec)	Reclass	-1.0	-1.0
	Data Specialist (transfer to Auto as Div. Asst)	Transfer	-1.0	-1.0
	Equipment Body Repairer	Annualize	0.25	0.0
			<u>-0.75</u>	<u>-1.0</u>
Facilities	Facilities Project Coordinator	New	1.0	1.0
	Maintenance Mechanic	Annualize	0.5	0.0
	Facilities Custodian I	New	1.0	1.0
			<u>2.5</u>	<u>2.0</u>
			<u>4.0</u>	<u>3.0</u>
	<b>Total Maintenance</b>		<b>4.0</b>	<b>3.0</b>



**2006 BUDGET  
DETAIL OF FTE / POSITION CHANGES  
BY DEPARTMENT / DIVISION**

Department	Description		Change in 2006 FTEs	Change in 2006 Positions
Division				
Technology & Transit Development				
Capital & Grants Administration	Principal Planner (transfer from Operations Planning)	Transfer	0.8	1.0
			0.8	1.0
Cap Dev & Const Projects	Senior Planner (convert from contract position)	New	0.5	1.0
			0.5	1.0
Information Systems	Senior Systems Analyst (reclass from Sys Analyst)	Reclass	1.0	1.0
	Systems Analyst (reclass to Senior Sys Analyst)	Reclass	-1.0	-1.0
			0.0	0.0
Marketing	Travel Trainer	New	0.5	1.0
	Customer Service Representative II	Progression	1.0	2.0
	Customer Service Representative I	Progression	-1.0	-2.0
			0.5	1.0
Operations Planning	Principal Planner (transfer to Capital & Grants Admin)	Transfer	-0.8	-1.0
			-0.8	-1.0
Total Technology & Transit Development			1.0	2.0
Finance and Administration				
Purchasing	Administrative Specialist I	New	1.0	1.0
Total Finance and Administration			1.0	1.0
AGENCY TOTAL *			15.8	15.0

\* Totals may not add due to rounding



**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.

**2006 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.



## 2006 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) 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.
- 2) Audit: The Washington State Auditor's Office will audit Pierce Transit annually including compliance with federal single audit requirements.
- 3) Financial Reporting: A Comprehensive Annual Financial Report will be issued annually within six months after the end of the fiscal year, accompanied by a management letter from the State Auditor's Office.
- 4) 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.
- 5) 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. The plan shall be reviewed with the Board of Commissioners.
- 6) Grant Management: All grants shall be managed to comply with the laws, regulations, and guidance of the grantor.
- 7) Operating Reserve: An operating reserve as defined in the Pierce Transit Code shall be maintained to provide a prudent level of financial resources to protect against the need to reduce service levels or raise taxes or fares due to temporary revenue shortfalls or unpredicted one-time expenditures.



## 2006 BUDGET FINANCIAL POLICIES AND GOALS

The financial policies and planning processes recognize the realities of limited revenue sources available to the Agency. With the majority of the 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) Designated Balances: Designated balances for capital replacement and self-insurance shall be maintained in accordance with the policy adopted by the Board of Commissioners.
- 9) 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.
- 10) 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.
- 11) Debt: Debt or financing arrangements shall not be entered into unless the transaction complies with the Pierce Transit Debt Policy, applicable state and federal laws, and has been approved by the Board of Commissioners.
- 12) 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.
- 13) 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.



**2006 BUDGET  
FINANCIAL POLICIES AND GOALS**

- 14) Fares: Fares are established by the Board of Commissioners following public hearings that are required by the Federal Transit Administration. The fare recovery ratio is considered to recover a reasonable percentage of operating cost while remaining consistent with the regional fare structure and policy agreed to by other transit agencies in the region to assist passengers.
- 15) Accountability: Operating/capital expenditure accountability is assured by the monthly comparison of actual expenditures to budget by the Executive Staff. A quarterly report is also provided for the Board of Commissioners. Action to bring the budget into balance would follow if necessary.



## 2006 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 expenditures, 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 expenditures, 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.





## **2006 BUDGET BASIS OF BUDGETING**

### **Budget and spending control**

Washington State requires a balanced budget. 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 Staff. 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.



**2006 BUDGET  
BASIS OF BUDGETING**

**Designated funds:**

Operating

Insurance

Capital

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 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.

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 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.



## 2006 BUDGET THE BUDGET PROCESS

### In brief:

Annual

January 1 – December 31

Clear mission

Stakeholder input

Budget development

Public hearing

Adopted by the Board

Monitored

Modified as necessary

### 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 Staff 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. A Capital Projects Committee comprised of department representatives evaluates and prioritizes each capital project based on how well it satisfies 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 Staff for approval and inclusion in the budget.



## 2006 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

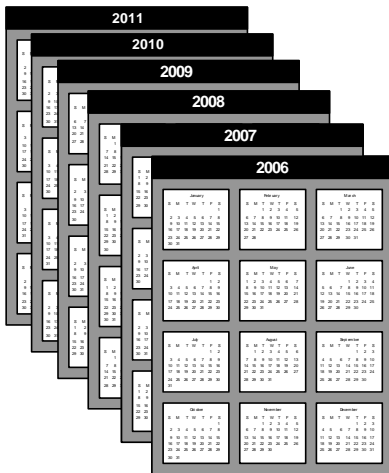
*The project provides for greater economies or encourages growth in the corridors served through leveraged funding.*

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.



## **2006 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 Staff 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 submitted for public hearing 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.



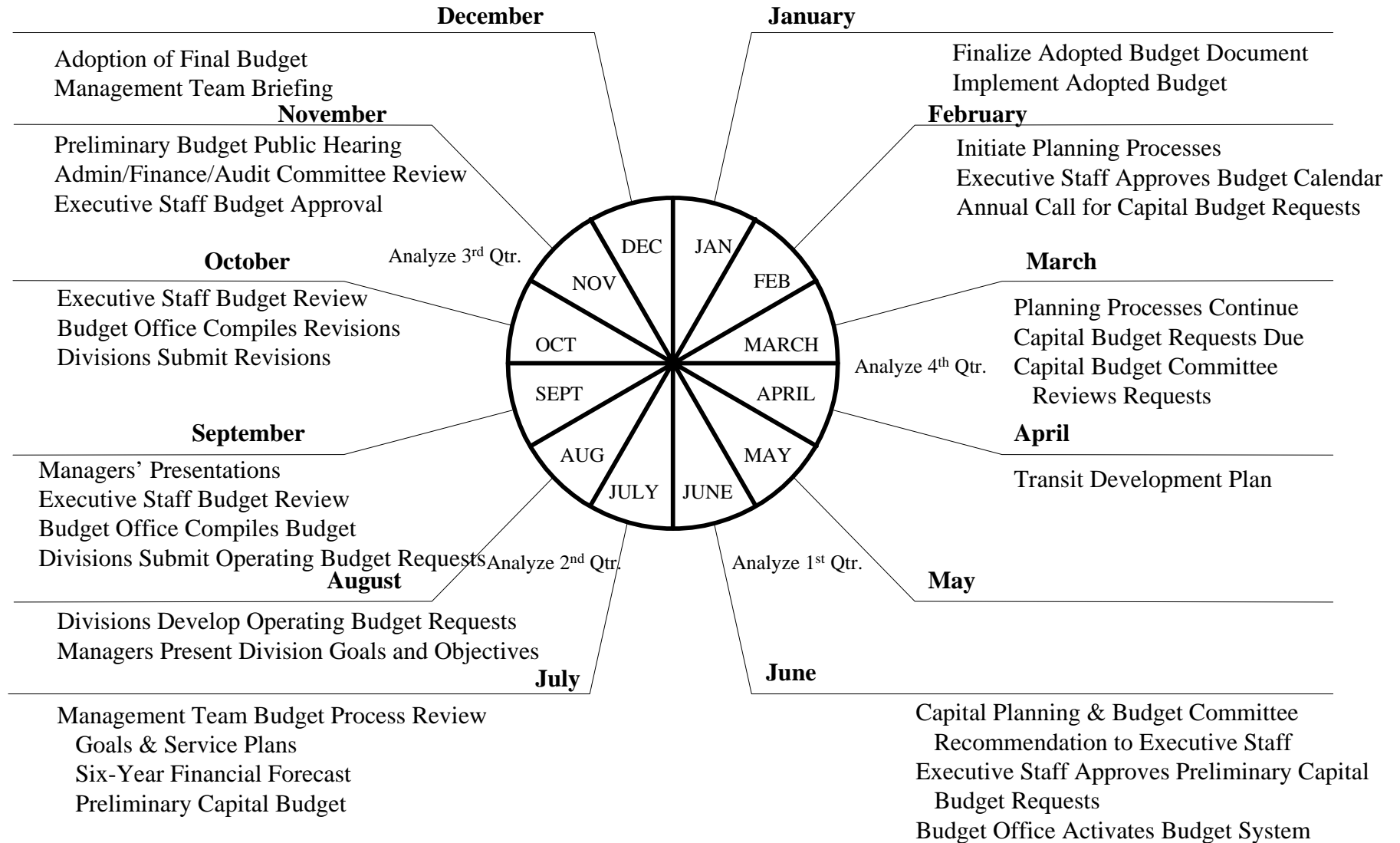
**Seventh Step** - The Board of Commissioners adopts the budget in December.



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



## 2006 BUDGET ANNUAL BUDGET DEVELOPMENT CALENDAR







**2006 BUDGET**  
**MISSION, OBJECTIVES, AND PERFORMANCE MEASURES**

**Mission Statement**

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

**Primary objectives:**

Increase System Ridership

Ensure Fiscal Responsibility

Support and Partner  
With Our Community

Improve Customer Satisfaction  
and System Quality

Maintain a Dedicated and  
Professional Workforce

We are locally based and regionally connected.

Our services are safe and on time.

Our fares are affordable.

Our vehicles are clean and comfortable.

We listen to our customers to make their service better.

We work with others to plan transportation improvements.

Our decisions reflect respect for this region’s environment.

We use our tax resources effectively.

Our dedicated, professional employees are the key to quality.

The Mission Statement is adopted as the statement of purpose. The Agency’s budget is developed around the accomplishments of a common set of five objectives together with implementing strategies related to the mission. The goals are used for the Strategic Business Plan and provide the basis and parameters for the annual budget. Meetings are held with the management team to review the objectives and identify key strategies and performance measures to support the objectives.





**2006 BUDGET**  
**MISSION, OBJECTIVES, AND PERFORMANCE MEASURES**

**Transit**  
**Accountability**  
  
**and**  
  
**Performance**  
  
**Standards**  
  
**(TAPS)**

**Performance Measures**

The 2004-2009 Strategic Business Plan, which was adopted by Pierce Transit's Board of Commissioners in July 2003, identifies five objectives, together with implementing strategies for each objective.

At that time, a system of performance measures and standards were adopted that are designed to measure Pierce Transit's progress towards achieving those objectives.

These measures also play a central role in the development of Pierce Transit's annual budget. Operating budgets are crafted to advance strategies that support these agency objectives. A central element of the business case that is prepared as justification for each proposed capital project is the identification of which agency objectives will be furthered by the proposed project.

During 2005, Pierce Transit began a major effort to upgrade and expand its long-standing performance measurement system. The Transit Accountability and Performance Standards (TAPS) project began with a comprehensive review by each department of the performance measures that are currently being used to evaluate program results. This first step provided managers with the opportunity to consider how departmental objectives and measures advance the broader agency goals. Following that initial review, a cross-departmental team was formed to evaluate and upgrade agency-wide performance measures. That project, which will continue into 2006, has the following goals:

- a. Identify a set of agency-wide performance measures and performance standards that measure progress towards accomplishing the system's adopted objectives.
- b. Serve as a forum for coordinating and unifying individual departments' performance measures and performance standards.



**2006 BUDGET**  
**MISSION, OBJECTIVES, AND PERFORMANCE MEASURES**

- c. Upgrade and expand Pierce Transit's database of operational statistics to provide a reliable source for operational and financial statistics.
- d. Develop a common set of definitions, compilation methodologies and responsibilities for the ongoing administration of the TAPS process and the collection of operational and financial statistics.
- e. Provide for the continuing periodic analysis of performance information.

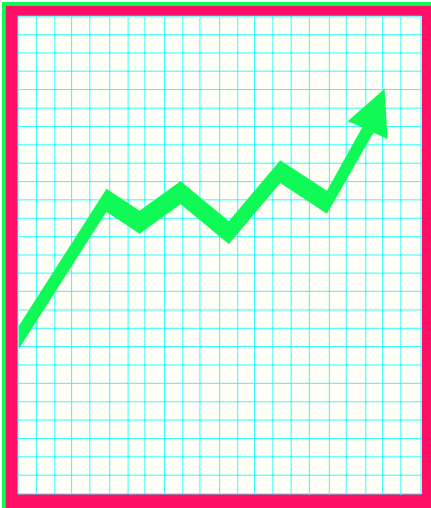
Ultimately, the TAPS project will provide a set of agency-wide performance measures and standards. In addition, the TAPS team will ensure that operating and financial data being used for agency and departmental performance measurement is accurate and consistent. Finally, the team will periodically report agency performance to Pierce Transit's Executive Team and Board of Commissioners. This upgraded performance measurement system will be fully implemented during 2006.



## 2006 BUDGET PERFORMANCE MEASURES

### In brief:

Pierce Transit uses performance measures to obtain useful information in a consolidated format for the improvement of the Agency's services.



### Summary

The performance measures provide a means of measuring the progress toward accomplishing the mission of the Agency. The information focuses on results and accomplishments and is directly related to the stated goals and objectives. The data assists in evaluating how effectively and efficiently the Agency is performing over time, gauging trends, forecasting, and supporting the evaluation and containment of costs.

The measures are shown by the Agency transportation service modes of fixed route, SHUTTLE, and vanpool then further by revenue, cost, and operating categories. All of the Agency operating costs are allocated into the service modes through a cost allocation process.

### Measures

Farebox recovery – Measures how much the fare revenue offsets the total cost of service. Fare revenue divided by operating expense.

Cost per passenger – Measures the cost of carrying a passenger. Operating expense divided by the number of passengers.

Net cost per passenger – Measures the cost of carrying a passenger after fare revenue is considered. Operating expense less fare revenue divided by the number of passengers.

Cost per service hour and cost per service mile – Measures the unit cost of productivity, services, or cost efficiency. Operating expense divided by service hours and service miles.



## 2006 BUDGET PERFORMANCE MEASURES

### Customer Satisfaction

A system-wide survey of riders is conducted every three years. The purpose of the survey is to obtain overall rider satisfaction and demographics. The service areas investigated are: frequency and schedule of service; service reliability; coach operator and bus characteristics; bus stop and bus shelters; personal safety; fares; and customer service information.

Overall, Pierce Transit obtains high marks. The quality and convenience of customer information, the friendliness and courtesy of our drivers, and service reliability are the areas that continually receive the highest levels of customer satisfaction.

A source of concern has been the number of bus stops with shelters and benches. Over 25 new shelters and 75 benches are planned for 2006.

Cost per revenue hour – Measures the cost of operating for a revenue hour. Indicates both the degree of efficiency and unit costs. The difference between cost per service hour and cost per revenue hour is the degree of efficiency in applying all hours vehicles are on the road to the actual amount of service provided. Operating expense divided by the number of revenue hours.

Passengers per service hour/mile – Measures how the service plans and route components match service needs. Measures service effectiveness. Measures how many passengers are served per service hour/mile. The number of passengers divided by the number of service hours/miles.

Some indicators are based on constant or deflated dollars. The Consumer Price Index (CPI) of All Urban Consumers for the Seattle, Tacoma, and Bremerton area was used as the deflation factor for employee benefits and maintenance and operation costs. The CPI represents an inflation measure that is consistent and readily available.

Several graphs show the historical trends of the primary measures. The operating information used to produce these performance measures is included. Operating information by mode, performance measures, and fare history is also provided.

These measures may be used as a comparison with other transit agencies. However, care must be taken in analyses, as the measures are specific in the information they contain and may not always be consistent between agencies.

Pierce Transit also monitors on-time performance for vehicles operated. With a goal of 95%, 2003, 2004, and 2005 at 94% reflect the ongoing commitment to the provision of excellent service.



**2006 BUDGET  
PERFORMANCE MEASURES COMPARISON**

	2003 Year-End	2004 Year-End	2005 Year-End	2006	% Change
	Actuals	Actuals	Estimates	Budget	2005 YE Est to 2006 Budget
<b>PIERCE TRANSIT LOCAL, EXPRESS, &amp; BUSPLUS</b>					
<b><u>Revenue</u></b>					
Farebox Recovery	17.7%	15.9%	14.3%	15.1%	5.6%
<b><u>Cost</u></b>					
Cost/Passenger	\$3.59	\$3.76	\$4.19	\$4.54	8.4%
Net Cost/Passenger	\$2.96	\$3.16	\$3.59	\$3.85	7.2%
Cost/Service Hour	\$73.09	\$79.74	\$87.78	\$93.85	6.9%
Cost/Revenue Hour	\$77.69	\$84.87	\$94.32	\$102.85	9.0%
Cost/Service Mile	\$5.51	\$6.02	\$6.50	\$6.86	5.5%
<b><u>Operating</u></b>					
Passengers/Service Hour	20.38	21.21	20.94	20.65	(1.4%)
Passengers/Service Mile	1.54	1.60	1.55	1.51	(2.6%)
<b>SOUND TRANSIT EXPRESS</b>					
<b><u>Revenue</u></b>					
Farebox Recovery <sup>1</sup>	N/A	N/A	N/A	N/A	N/A
<b><u>Cost</u></b>					
Cost/Passenger	\$6.40	\$6.30	\$7.07	\$7.38	4.4%
Net Cost/Passenger <sup>1</sup>	N/A	N/A	N/A	N/A	N/A
Cost/Service Hour	\$72.87	\$73.01	\$85.95	\$93.72	9.0%
Cost/Revenue Hour	\$88.52	\$87.38	\$104.35	\$117.80	12.9%
Cost/Service Mile	\$2.71	\$2.67	\$3.19	\$3.47	8.8%
<b><u>Operating</u></b>					
Passengers/Service Hour	11.38	11.59	12.15	12.70	4.5%
Passengers/Service Mile	0.42	0.42	0.45	0.47	4.4%
<b>TOTAL PIERCE TRANSIT &amp; SOUND TRANSIT</b>					
<b><u>Revenue</u></b>					
Farebox Recovery <sup>1</sup>	N/A	N/A	N/A	N/A	N/A
<b><u>Cost</u></b>					
Cost/Passenger	\$4.00	\$4.13	\$4.61	\$4.96	7.6%
Net Cost/Passenger <sup>1</sup>	N/A	N/A	N/A	N/A	N/A
Cost/Service Hour	\$73.04	\$78.13	\$87.37	\$93.82	7.4%
Cost/Revenue Hour	\$79.97	\$85.42	\$96.40	\$105.81	9.8%
Cost/Service Mile	\$4.44	\$4.70	\$5.27	\$5.65	7.2%
<b><u>Operating</u></b>					
Passengers/Service Hour	18.28	18.92	18.94	18.90	(0.2%)
Passengers/Service Mile	1.11	1.14	1.14	1.14	0.0%

<sup>1</sup> Farebox revenue is not accounted for on Sound Transit Express service thus Farebox Recovery and Net Cost/Passenger can not be calculated.  
Revenue hours are the number of hours vehicles are providing passenger trips. Service hours are the number of hours vehicles are on the road.



**2006 BUDGET  
PERFORMANCE MEASURES COMPARISON**

	2003 Year-End	2004 Year-End	2005 Year-End	2006	% Change
	Actuals	Actuals	Estimates	Budget	2005 YE Est to 2006 Budget
<b>SHUTTLE</b>					
<b><u>Revenue</u></b>					
Farebox Recovery	2.5%	2.2%	2.0%	2.3%	15.0%
<b><u>Cost</u></b>					
Cost/Passenger	\$24.23	\$27.75	\$30.59	\$32.71	6.9%
Net Cost/Passenger	\$23.63	\$27.13	\$29.99	\$31.96	6.6%
Cost/Service Hour	\$64.24	\$67.16	\$70.82	\$75.36	6.4%
Cost/Service Mile	\$3.91	\$4.14	\$4.49	\$4.80	6.9%
<b><u>Operating</u></b>					
Passengers/Service Hour	2.54	2.44	2.28	2.28	0.0%
Passengers/Service Mile	0.16	0.15	0.15	0.15	0.0%
<b>VANPOOL</b>					
<b><u>Revenue</u></b>					
Farebox Recovery	66.4%	66.0%	58.8%	63.4%	7.8%
<b><u>Cost</u></b>					
Cost/Passenger	\$3.47	\$3.69	\$4.20	\$4.27	1.7%
Net Cost/Passenger	\$1.17	\$1.26	\$1.73	\$1.56	(9.8%)
<i>Cost/Service Hour estimated</i>	\$26.81	\$25.28	\$29.65	\$30.22	1.9%
Cost/Service Mile	\$0.64	\$0.67	\$0.77	\$0.81	5.2%
<b><u>Operating</u></b>					
Passengers/Service Mile	0.18	0.18	0.18	0.19	5.6%
<b>TOTAL PIERCE TRANSIT, SHUTTLE, &amp; VANPOOL - SOUND TRANSIT SERVICE EXCLUDED</b>					
<b><u>Revenue</u></b>					
Farebox Recovery	16.4%	15.0%	13.9%	14.7%	5.8%
Revenue/Passenger	\$0.72	\$0.69	\$0.70	\$0.80	14.3%
<b><u>Cost</u></b>					
Cost/Passenger	\$4.74	\$4.94	\$5.35	\$5.75	7.5%
Net Cost/Passenger	\$4.02	\$4.25	\$4.65	\$4.95	6.5%
Cost/Service Hour	\$66.48	\$70.49	\$77.24	\$82.23	6.5%
Cost/Service Mile	\$3.94	\$4.20	\$4.56	\$4.84	6.1%
<b><u>Operating</u></b>					
Passengers/Service Hour	15.19	15.24	15.29	15.09	(1.3%)
Passengers/Service Mile	0.90	0.91	0.90	0.89	(1.1%)

Service hours are the number of hours vehicles are on the road.



**2006 BUDGET  
OPERATING INFORMATION**

	<b>2003 Year-End</b>	<b>2004 Year-End</b>	<b>2005 Year-End</b>	<b>2006</b>	<b>% Change</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Estimates</b>	<b>Budget</b>	<b>2005 YE Est to 2006 Budget</b>
<b>PIERCE TRANSIT</b>					
<b>Fixed Route Local &amp; Express</b>					
Ridership	11,335,187	11,948,996	12,175,134	12,342,331	1.4%
Service Hours	556,199	563,332	581,387	597,673	2.8%
Revenue Hours	523,270	529,255	541,082	545,326	0.8%
Service Miles	7,373,559	7,461,398	7,846,747	8,182,224	4.3%
Expenditures	\$40,653,893	\$44,920,299	\$51,036,641	\$56,089,239	9.9%
Expenditures (constant \$)*	\$31,021,823	\$34,195,374	\$37,186,026	\$39,911,208	7.3%
Fare Revenue	\$7,181,273	\$7,134,686	\$7,288,518	\$8,460,006	16.1%
<b>SOUND TRANSIT</b>					
<b>Fixed Route Express</b>					
Ridership	1,930,114	2,046,225	2,084,053	2,146,575	3.0%
Service Hours	169,586	176,505	171,507	168,968	(1.5%)
Revenue Hours	139,603	147,470	141,253	134,431	(4.8%)
Service Miles	4,559,930	4,825,313	4,626,054	4,557,572	(1.5%)
Expenditures	\$12,357,878	\$12,886,662	\$14,740,258	\$15,835,997	7.4%
Expenditures (constant \$)*	\$9,423,839	\$9,814,116	\$10,734,110	\$11,257,007	4.9%
Unreimbursed Expenditures	\$880,338	\$899,530	-\$216,751	-\$118,935	(45.1%)
TDS Expenditures	\$434,820	\$493,498	\$590,165	\$668,980	13.4%
Fare Revenue	N/A	N/A	N/A	N/A	0.0%
<b>Fixed Route Pierce Transit &amp; Sound Transit</b>					
Ridership	13,265,301	13,995,221	14,259,187	14,488,906	1.6%
Service Hours	725,785	739,837	752,894	766,641	1.8%
Revenue Hours	662,873	676,725	682,335	679,757	(0.4%)
Service Miles	11,933,489	12,286,711	12,472,801	12,739,796	2.1%
Expenditures	\$53,011,771	\$57,806,961	\$65,776,899	\$71,925,236	9.3%
Expenditures (constant \$)*	\$40,445,662	\$44,009,490	\$47,920,136	\$51,168,215	6.8%
Fare Revenue	\$7,181,273	\$7,134,686	\$7,288,518	\$8,460,006	16.1%



**2006 BUDGET  
OPERATING INFORMATION**

	2003 Year-End	2004 Year-End	2005 Year-End	2006	% Change
	Actuals	Actuals	Estimates	Budget	2005 YE Est to 2006 Budget
<b>Shuttle</b>					
Ridership	481,176	476,270	433,950	442,411	1.9%
Service Hours	181,480	196,769	187,462	192,035	2.4%
Revenue Hours	163,804	177,604	169,203	173,331	2.4%
Service Miles	2,984,989	3,189,107	2,957,592	3,013,188	1.9%
Expenditures	\$11,658,796	\$13,214,990	\$13,275,871	\$14,472,454	9.0%
Expenditures (constant \$)*	\$9,040,795	\$10,046,265	\$9,680,228	\$10,272,164	6.1%
Fare Revenue	\$288,850	\$297,051	\$261,108	\$329,994	26.4%
<b>Vanpool</b>					
Ridership	636,873	690,500	732,000	764,400	4.4%
Service Hours <i>estimated</i>	82,419	100,750	103,601	108,112	4.4%
Service Miles	3,472,839	3,782,025	3,974,705	4,054,200	2.0%
Expenditures	\$2,209,720	\$2,547,362	\$3,071,572	\$3,267,269	6.4%
Expenditures (constant \$)*	\$1,691,845	\$1,940,756	\$2,224,649	\$2,311,237	3.9%
Fare Revenue	\$1,467,675	\$1,680,980	\$1,806,350	\$2,072,561	14.7%
<b>AGENCY TOTAL FIXED ROUTE, SHUTTLE &amp; VANPOOL</b>					
Ridership	14,383,350	15,161,991	15,425,137	15,695,717	1.8%
Service Hours	978,777	1,018,226	1,031,858	1,053,170	2.1%
Revenue Hours	826,677	854,329	851,538	853,088	0.2%
Service Miles	18,391,317	19,257,843	19,405,098	19,807,184	2.1%
Expenditures **	\$68,195,445	\$74,962,341	\$82,497,756	\$90,215,004	9.4%
Expenditures (constant \$)*	\$51,812,744	\$55,996,510	\$59,825,013	\$63,751,615	6.6%
Fare Revenue	\$8,937,798	\$9,112,717	\$9,355,976	\$10,862,561	16.1%

\* Restated in 1995 Dollars: based on CPI information

\*\* Expenditures exclude operating grant funded expenses.

Revenue hours are the number of hours vehicles are providing passenger trips.

Service hours are the number of hours vehicles are on the road.





## 2006 BUDGET OPERATING, PERFORMANCE, AND FARE HISTORY

Sound Transit Service Excluded\*

	2000 Actual	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 YE Estimate	2006 Budget
<b>TOTAL RIDERSHIP (in millions)</b>	13.017	12.862	12.233	12.453	13.116	13.341	13.549
<b>OPERATING INFORMATION BY MODE</b>							
<b>Fixed Route (Local &amp; Express)</b>							
<u>Operating Information (in millions)</u>							
Annual Ridership	11.936	11.717	11.161	11.335	11.949	12.175	12.342
Service Hours	0.468	0.479	0.497	0.556	0.563	0.581	0.598
Revenue Hours	0.436	0.452	0.469	0.523	0.529	0.541	0.545
Service Miles	6.472	6.656	6.774	7.374	7.461	7.847	8.182
Expenditures	\$31.765	\$32.413	\$36.846	\$40.654	\$44.920	\$51.037	\$56.089
Expenditures (adjusted for inflation)^	\$26.666	\$26.121	\$28.655	\$31.022	\$34.195	\$37.186	\$39.911
Fare Revenue	\$6.063	\$6.209	\$6.831	\$7.181	\$7.135	\$7.289	\$8.460
<u>Performance Indicators</u>							
Farebox Recovery Ratio	19.09%	18.44%	18.54%	17.66%	15.88%	14.28%	15.08%
Revenue/Passenger	\$0.51	\$0.51	\$0.61	\$0.63	\$0.60	\$0.60	\$0.69
Cost/Passenger	\$2.66	\$2.77	\$3.30	\$3.59	\$3.76	\$4.19	\$4.54
Cost/Passenger (adj. for inflation)^	\$2.23	\$2.23	\$2.57	\$2.74	\$2.86	\$3.05	\$3.23
Net Cost/Passenger	\$2.15	\$2.26	\$2.69	\$2.96	\$3.16	\$3.59	\$3.85
Cost/Service Hour	\$67.83	\$67.69	\$74.20	\$73.09	\$79.74	\$87.78	\$93.85
Cost/Service Hour (adj. for inflation)^	\$56.94	\$54.55	\$57.71	\$55.77	\$60.70	\$63.96	\$66.78
Cost/Revenue Hour	\$72.92	\$71.71	\$78.62	\$77.69	\$84.87	\$94.32	\$102.85
Cost/Service Mile	\$4.91	\$4.87	\$5.44	\$5.51	\$6.02	\$6.50	\$6.86
Average Weekday Passengers	39,619	38,894	36,725	36,649	39,390	44,142	42,570
Passengers/Service Hour	25.49	24.47	22.48	20.38	21.21	20.94	20.65
Passengers/Service Mile	1.84	1.76	1.65	1.54	1.60	1.55	1.51
On-Time Performance	93.6%	93.5%	95.0%	94.0%	94.0%	93.8%	95.0%
<b>SHUTTLE</b>							
<u>Operating Information (in millions)</u>							
Annual Ridership	0.504	0.513	0.476	0.481	0.476	0.434	0.442
Service Hours	0.223	0.183	0.189	0.181	0.197	0.187	0.192
Service Miles	3.351	3.599	3.179	2.985	3.189	2.958	3.013
Expenditures	\$11.627	\$11.447	\$11.935	\$11.659	\$13.215	\$13.276	\$14.472
Fare Revenue	\$0.181	\$0.257	\$0.286	\$0.289	\$0.297	\$0.261	\$0.330
<u>Performance Indicators</u>							
Farebox Recovery Ratio	1.56%	2.24%	2.40%	2.48%	2.25%	1.97%	2.28%
Cost/Passenger	\$23.08	\$22.31	\$25.06	\$24.23	\$27.75	\$30.59	\$32.71
Net Cost/Passenger	\$22.72	\$21.81	\$24.46	\$23.63	\$27.13	\$29.99	\$31.96
Cost/Service Hour	\$52.05	\$62.72	\$63.17	\$64.24	\$67.16	\$70.82	\$75.36
Cost/Service Mile	\$3.47	\$3.18	\$3.75	\$3.91	\$4.14	\$4.49	\$4.80
Average Weekday Passengers	1,770	1,802	1,673	1,690	1,673	1,524	1,554
Passengers/Service Hour	2.33	2.39	2.42	2.54	2.44	2.28	2.28
Passengers/Service Mile	0.15	0.14	0.15	0.16	0.15	0.15	0.15

\* Sound Transit is excluded 2000 - Present. 1999 and earlier reflect Pierce Transit operation of services that were transferred to Sound Transit in September, 1999.

^Adjusted to 1995. 2005 year-end and 2006 budget inflation factor is estimated. All prior years based on CPI information.

Revenue hours are the number of hours vehicles are providing passenger trips. Service hours are the number of hours vehicles are on the road.

The Cost Allocation Model used to split costs between Service Modes was changed in 2000 and 2005, thus a direct comparison between years may be difficult.



## 2006 BUDGET OPERATING, PERFORMANCE, AND FARE HISTORY

Sound Transit Service Excluded\*

	2000	2001	2002	2003	2004	2005 YE	2006
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
<b>VANPOOL</b>							
<u>Operating Information</u>							
Annual Ridership (in millions)	0.578	0.632	0.595	0.637	0.691	0.732	0.764
Service Miles (in millions)	2.788	3.114	3.272	3.473	3.782	3.975	4.054
Expenditures (in millions)	\$1.870	\$1.969	\$2.236	\$2.210	\$2.547	\$3.072	\$3.267
Fare Revenue (in millions)	\$1.136	\$1.372	\$1.388	\$1.468	\$1.681	\$1.806	\$2.073
Number of vans in fleet	216	231	240	260	280	290	290
<u>Performance Indicators</u>							
Farebox Recovery Ratio	60.71%	69.67%	62.06%	66.42%	65.99%	58.81%	63.43%
Revenue/Passenger	\$1.97	\$2.17	\$2.33	\$2.30	\$2.43	\$2.47	\$2.71
Cost/Passenger	\$3.24	\$3.12	\$3.75	\$3.47	\$3.69	\$4.20	\$4.27
Net Cost/Passenger	\$1.27	\$0.95	\$1.42	\$1.17	\$1.26	\$1.73	\$1.56
<b>SUPPLEMENTAL DATA</b>							
<u>Budgeted Positions</u>							
Operations	499	538	555	592	610	638	647
Maintenance	127	129	133	146	151	160	163
Administrative	103	109	112	124	131	132	135
Total:	729	776	800	862	892	930	945
<b>FARE INFORMATION</b>							
<b>Cash Fares **</b>							
<u>Local Service</u>							
Adult / Student	\$1.00	\$1.00	\$1.25	\$1.25	\$1.25	\$1.25	\$1.50
Senior / Disabled	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.75
SHUTTLE	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.75
<u>Seattle Express Service</u>							
Adult / Student	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50
Senior / Disabled	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25
<u>Olympia Express Service</u>							
Adult / Student	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Senior / Disabled	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
<b>Passes **</b>							
<u>Local Service</u>							
Adult	\$36.00	\$36.00	\$45.00	\$45.00	\$45.00	\$45.00	\$54.00
Youth (added in 1999.)	\$30.00	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00
Senior/Disabled	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$27.00
<u>Seattle Express Service</u>							
Adult/Student	\$90.00	\$90.00	\$90.00	\$90.00	\$90.00	\$90.00	\$90.00
Senior/Disabled	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$54.00
<u>Olympia Express Service</u>							
Adult/Student	\$72.00	\$72.00	\$72.00	\$72.00	\$72.00	\$72.00	\$72.00
Senior/Disabled	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00
Class Pass	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00
Transfers	Free	Free	Free	Free	Free	Free	Free

\* Sound Transit is excluded 2000 - Present. 1999 and earlier reflect Pierce Transit operation of services that were transferred to Sound Transit in September, 1999.

\*\* Fare increases were implemented in 1999, 2002, and 2006.

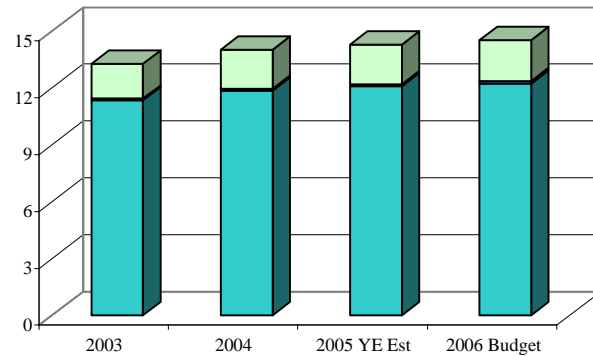
The Cost Allocation Model used to split costs between Service Modes was changed in 2000 and 2005, thus a direct comparison between years may be difficult.



## 2006 BUDGET FIXED ROUTE STATISTICS BY SERVICE TYPE

### Ridership

Millions



#### Ridership (Millions)

	<u>2003</u>	<u>2004</u>	<u>2005</u> <u>Year End</u> <u>Estimate</u>	<u>2006</u> <u>Budget</u>
Local Fixed Route	11.238	11.844	12.064	12.216
Local Express	0.097	0.105	0.111	0.126
Sound Transit	1.930	2.046	2.084	2.147
<b>Total Fixed Route</b>	<b>13.265</b>	<b>13.995</b>	<b>14.259</b>	<b>14.489</b>

### Service Hours

Thousands



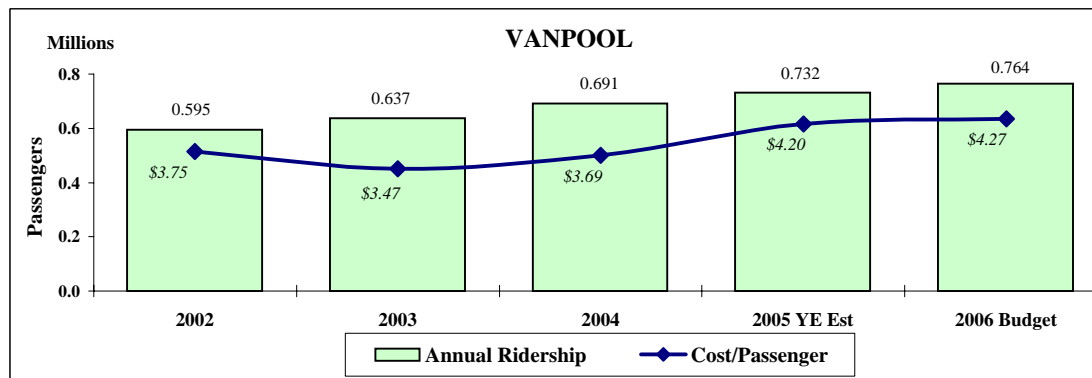
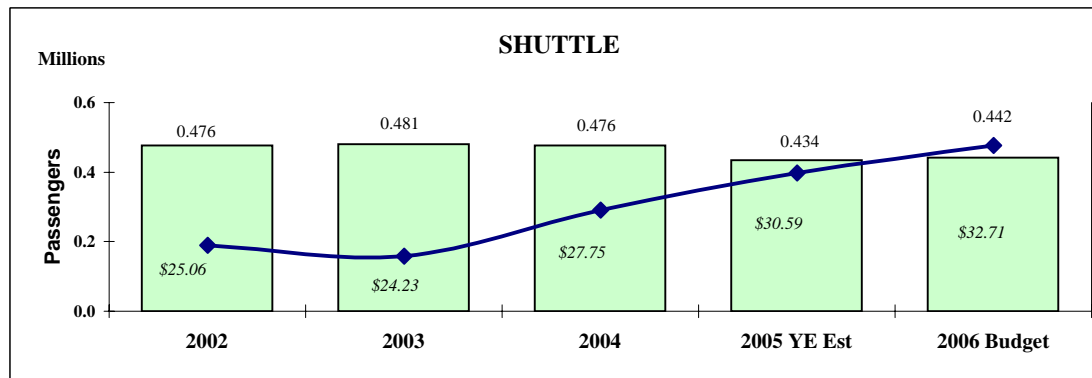
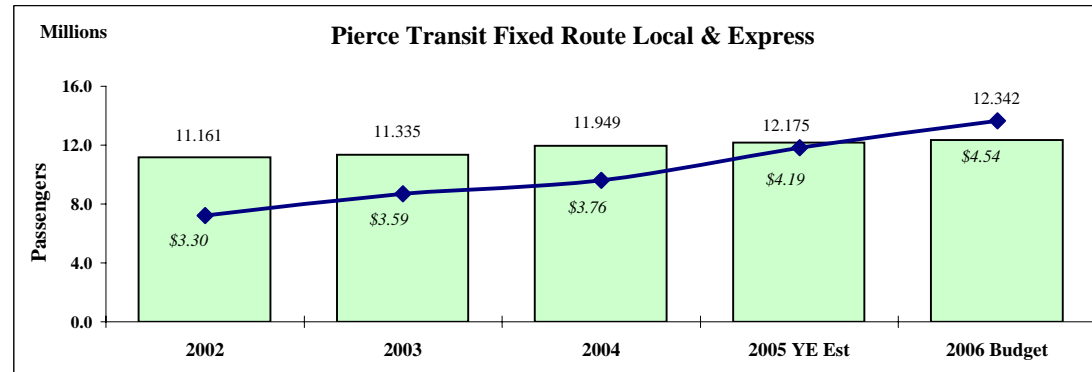
#### Service Hours (Thousands)

	<u>2003</u>	<u>2004</u>	<u>2005</u> <u>Year End</u> <u>Estimate</u>	<u>2006</u> <u>Budget</u>
Local Fixed Route	543.62	551.03	566.74	580.44
Local Express	12.58	12.30	14.65	17.23
Sound Transit	169.59	176.51	171.51	168.97
<b>Total Fixed Route</b>	<b>725.79</b>	<b>739.84</b>	<b>752.89</b>	<b>766.64</b>

Service hours are the number of hours vehicles are on the road.

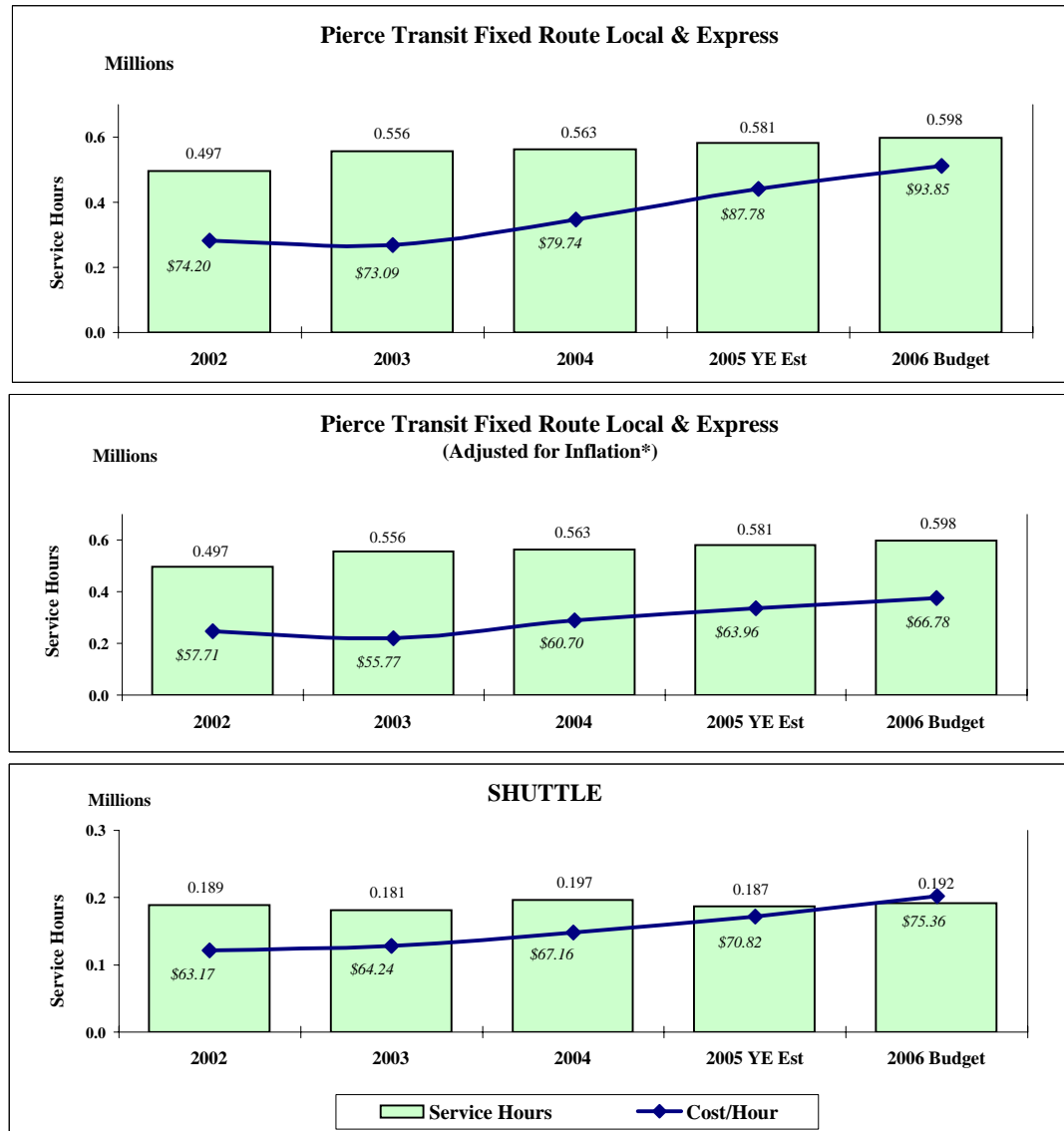


**2006 BUDGET  
PERFORMANCE MEASURES  
RIDERSHIP AND COST / PASSENGER BY SERVICE TYPE**





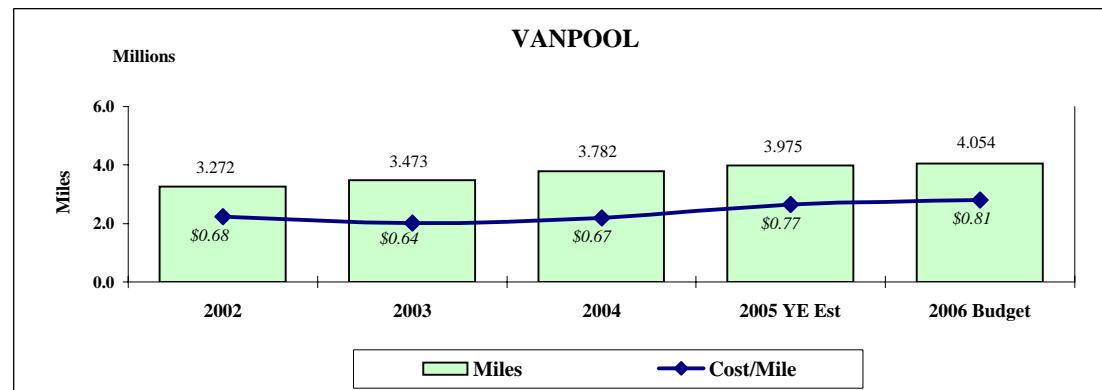
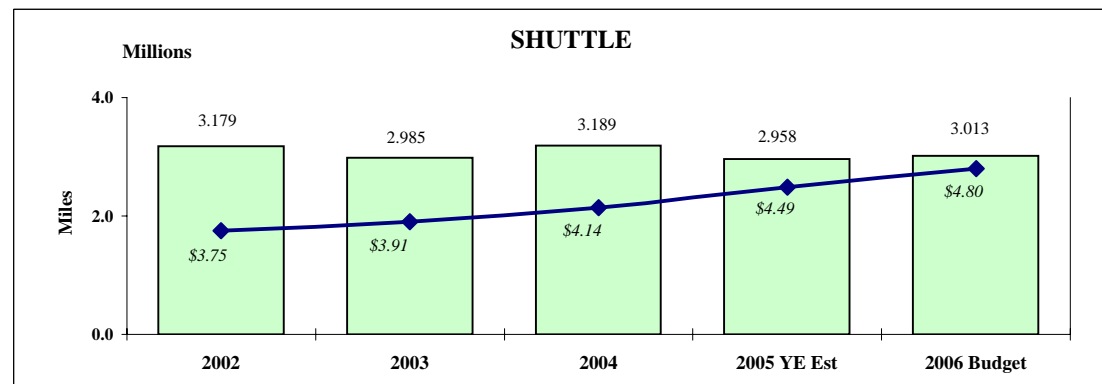
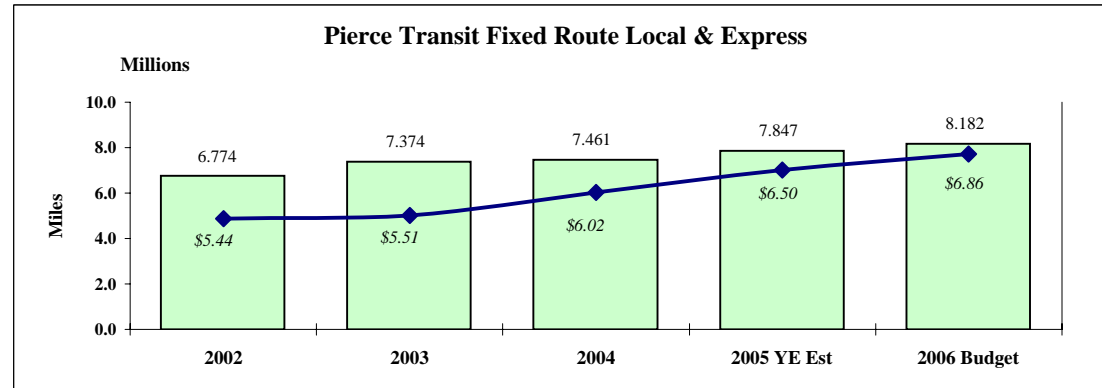
**2006 BUDGET  
PERFORMANCE MEASURES  
HOURS AND COST / HOUR BY SERVICE TYPE**



\* Adjusted to 1995 dollars (based on CPI)  
Service hours are the number of hours vehicles are on the road.



**2006 BUDGET  
PERFORMANCE MEASURES  
MILES AND COST / MILE BY SERVICE TYPE**





## Local Express Services

Many people find public transportation impractical because it takes too long to travel from their home in one part of the county to their destination in another. Pierce Transit's local fixed route network most effectively serves trips covering between two and five miles. As the Pierce Transit service area grows, residents increasingly make longer trips, often covering distances from five to twenty miles. At these distances, travel times on local bus services are typically much longer than for an automobile, making it difficult for public transportation to compete. Service improvements have been specifically designed to broaden Pierce Transit's appeal by increasing the variety, convenience and competitiveness of public transportation services. New services called "trunk routes" offer faster travel over longer distances.

The establishment of trunk route services is a central part of the long-range fixed route service plan that is identified in the Strategic Business Plan. Forming the basis for Pierce Transit's future route structure, trunk routes serve high volume corridors within urbanized portions of the service area. They operate seven days a week, providing at least 15-minute frequency throughout the day and 30-minute service nights and weekends.

Riders have responded positively to improved amenities such as sheltered bus stops, benches, transit-supportive street improvements, upgraded customer information, and distinctive route designations on bus stops. Transit riders also benefit from the traffic signal priority system that helps reduce overall travel times. Through the coordination of traffic lights along the route, wait time at traffic signals is minimized, travel times are shortened, and scheduled arrival times are more precise and dependable.

Pierce Transit is seeing ridership growth where service improvements are supported with concentrated community awareness and marketing outreach activities.







## 2006 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.

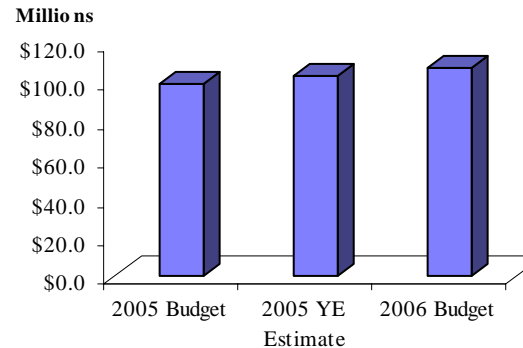
Operating budget revenue in 2006 is increasing 8.7% primarily as a result of the increase in the sales tax revenue and a fare increase. Decreases in operating assistance and Sound Transit revenues reflect an expiring contract and a new agreement.

The operating expenditure budget for 2006 is increasing by 4.3% over the 2005 Budget. The increase reflects the cost of doing business both mandatory and market driven, wage and benefit adjustments, and increases in service provision.

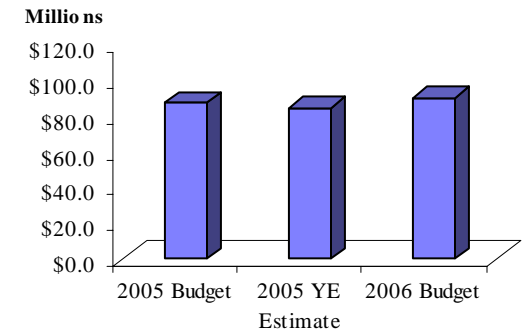
### 2006 Operating Budget Summary Comparison with 2005

	2005 Amended <u>Budget</u>	2005 Year-End <u>Estimate</u>	2006 <u>Budget</u>	Budget to Budget Change	
				<u>Amount</u>	<u>%</u>
Operating Revenues	\$ 98,855,200	\$ 102,914,500	\$ 107,455,700	\$ 8,600,500	8.7%
Operating Expenditures	(85,392,500)	(81,572,800)	(89,027,300)	(3,634,800)	4.3%
	13,462,700	21,341,700	18,428,400		
Debt Service	(483,000)	(483,000)	(484,000)		
Pierce County Agreement	(2,805,900)	(2,805,900)	(691,900)		
Operating Transfers	(27,208,600)	(20,076,200)	(4,782,400)		
Use Of Designated Balances	\$ (17,032,800)	\$ (2,023,400)	\$ 12,470,100		

**Revenue Comparison**



**Expenditure Comparison**





**2006 BUDGET  
OPERATING BUDGET**

**Revenue:**

The type of revenue and 2006 dollar and percent change from 2005 Budget is provided in the table and the change is briefly explained as follows.

Fares  
ridership increase  
fare restructure

Advertising  
advertising demand  
new contract

Sales Tax  
growing economy  
estimated increase

Operating Assistance  
decline

Sound Transit  
service reduction

Interest  
investment balance  
interest rates

Other  
salvage sales

**2006  
Operating Budget Summary Analysis  
Revenues By Object**

	2005 Amended <u>Budget</u>	2005 Year-End <u>Estimate</u>	2006 <u>Budget</u>	Budget to Budget Change	
				<u>Amount</u>	<u>%</u>
Fares	\$ 9,821,400	\$ 9,356,000	\$ 10,862,600	\$ 1,041,200	10.6%
Advertising	763,900	782,100	897,000	133,100	17.4%
Sales Tax	62,147,200	68,092,100	72,177,600	10,030,400	16.1%
Operating Assistance	7,738,700	8,452,600	5,959,200	(1,779,500)	-23.0%
Sound Transit	17,681,200	15,671,600	16,445,500	(1,235,700)	-7.0%
Interest	126,500	126,500	762,100	635,600	502.5%
Other	576,300	433,600	351,700	(224,600)	-39.0%
	<u>\$ 98,855,200</u>	<u>\$ 102,914,500</u>	<u>\$ 107,455,700</u>	<u>\$ 8,600,500</u>	8.7%

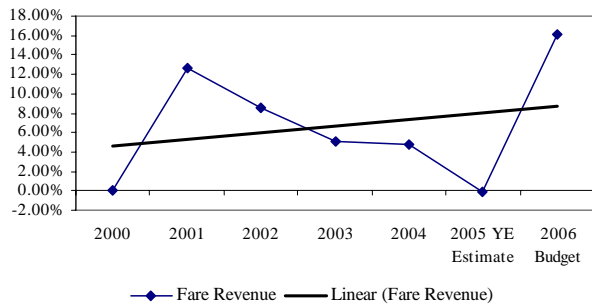
In summary, the increase in fare revenue is due to projected ridership increases and a fare restructuring effective March 1, 2006. Advertising is up due to advertising demand and a new contract. Sales tax, the primary source of revenue, is anticipated to increase 6% over the 2005 Year-End Estimate based on favorable economic conditions. The Operating Assistance decrease is a result of the current year agreement with Pierce County to pass through Federal Transit Administration funds to Pierce County for their Steilacoom ferry system. The decrease in Sound Transit revenue reflects decreasing service hours.



## 2006 BUDGET OPERATING BUDGET

### Operating Income

**Fare Revenue Growth Trend**



**Cash Fares (effective 3/1/06)**

Service	Fare	Senior Disabled
Local	\$1.50	\$0.75
Express	\$1.50 - \$3.00	\$.50 - \$1.50
Special Event	\$3.00	\$3.00

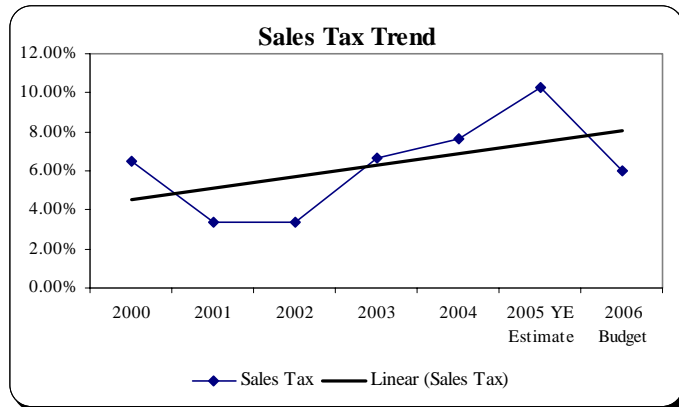
Passes are also available

**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 participates in the Puget Pass regional fare system. Members of the system include Community Transit, Everett Transit, King County Metro, Kitsap Transit, Sound Transit, and Washington State Ferries. This system provides a seamless fare system to the region’s customers. Annually, each partner develops estimates of fare revenue and boardings. Revenues are projected and allocated to participating agencies based on an agreed upon average fare per boarding times ridership and takes into account any fare increase by the respective agency. A fare structure revision is effective March 1, 2006. Escalating fuel prices are necessitating a surcharge to help cover the dramatic rise in fuel costs. Adult fares will be increased \$.25, the minimum as required by the regional fare agreement, from \$1.25 to \$1.50 for the first time since 2002. A discounted fare for seniors and disabled will increase \$.25 from \$.50 to \$.75 for the first time since 1999. Youth will be eligible for a cash fare of \$.75. They currently pay \$1.25. These changes will help offset rising fuel prices, simplify fares, and encourage youth ridership. Pass prices will also be increased proportionately. The fares will be reviewed periodically. A fare history is shown in the Performance Measures section of this document.

Fare revenue is affected by two factors, fare price and ridership. While ridership has been increasing since 2001, it is increasing at a slower rate than in the past. At the same time, fare increases in 2002 and 2006 result in additional fare revenue. The two factors combined account for the trend in fare revenue.



## 2006 BUDGET OPERATING BUDGET



**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.

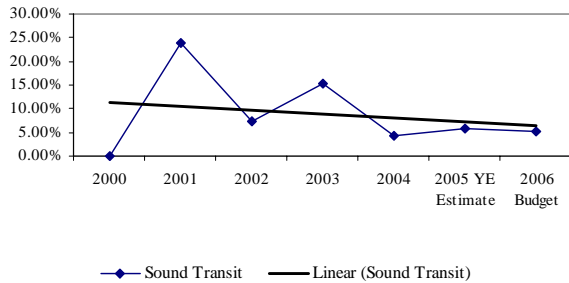
**Sales Tax** – The revenue is derived from a locally levied sales tax based on six-tenths of one percent of taxable sales within the Public Transportation Benefit Area. The tax is imposed on purchasers of tangible personal property and certain services. Sellers collect the tax for state and local government. 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. 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 67% of operating revenues in 2006 for \$72 million. The average growth rate in sales tax for the period 2000-2005 projected is 6.3%. However, there have been two years at only 3%. The 2006 projection is based on a conservative growth estimate of 6% over the 2005 year-end estimate. Services will be accelerated if the sales tax revenue comes is higher. 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.

### Operating Assistance

**Commute Trip Reduction/Vanpool** – 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 varies each biennium.



**Sound Transit Growth Trend**  
(Express Reimbursement)



## 2006 BUDGET OPERATING BUDGET

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.

**Preventive Maintenance** – The Federal Transit Administration 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 \$2,675,000 for 2006.

**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 decrease in revenue is a result of service hours decreasing. Sound Transit is planning a package of new transit projects and services, potentially part of a larger transportation solution, which could be presented to voters within Sound Transit's three-county transit district in the near future. This may affect service provision in the future.



## 2006 BUDGET OPERATING BUDGET

**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.

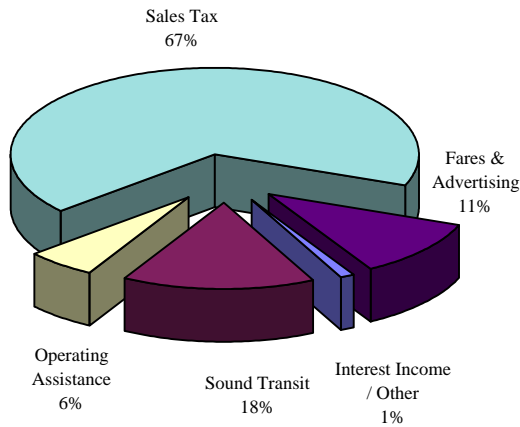
**Other** – This revenue category includes revenue received from parking fees at the Tacoma Dome Station, revenue from the sale of vehicles at the end of their useful life, and miscellaneous sources. A Job Access and Reverse Commute Program (JARC) grant is included. These funds support van services for 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.

**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 2004 Year-End Actuals, 2005 Amended Budget, 2005 Year-End Estimate, 2006 Budget, and the percent change from 2006 to 2005 Year-End Estimates follow.



## Operating Revenues



## 2006 BUDGET OPERATING SUMMARY - REVENUES

(rounded to the nearest \$100)	2004 YEAR-END ACTUALS	2005 AMENDED BUDGET	2005 YEAR-END ESTIMATE	2006 BUDGET	% CHANGE 2006 TO 2005 EST.
<b>OPERATING REVENUES</b>					
<b>OPERATING INCOME</b>					
Fares	\$9,368,500	\$9,821,400	\$9,356,000	\$10,862,600	16.1%
Advertising	442,400	763,900	782,100	897,000	14.7%
<b>SUBTOTAL - INCOME</b>	<b>9,810,900</b>	<b>10,585,300</b>	<b>10,138,100</b>	<b>11,759,600</b>	<b>16.0%</b>
<b>SALES TAX</b>					
<b>OPERATING ASSISTANCE</b>	<b>61,771,000</b>	<b>62,147,200</b>	<b>68,092,100</b>	<b>72,177,600</b>	<b>6.0%</b>
CTR / Vanpool Assistance	113,700	305,200	174,300	126,300	-27.5%
Pierce County Agreement	0	3,232,400	3,347,800	864,800	-74.2%
SR 7 Route Grant	1,036,000	500,000	139,900	0	-100.0%
Special Needs Transportation Grant	158,500	1,026,100	2,115,600	2,293,100	8.4%
Preventive Maintenance	2,675,000	2,675,000	2,675,000	2,675,000	0.0%
<b>SOUND TRANSIT</b>					
ST Express Reimbursement	13,342,400	16,219,100	14,340,200	15,095,500	5.3%
ST TDS Reimbursement	453,600	485,000	465,600	485,000	4.2%
Special Service Reimbursement	39,900	145,900	166,700	165,000	-1.0%
Other Reimbursement	236,900	831,200	699,100	700,000	0.1%
<b>INTEREST INCOME</b>	<b>736,700</b>	<b>126,500</b>	<b>126,500</b>	<b>762,100</b>	<b>502.5%</b>
<b>OTHER</b>	<b>1,069,600</b>	<b>576,300</b>	<b>433,600</b>	<b>351,700</b>	<b>-18.9%</b>
<b>CURRENT OPERATING REVENUES</b>	<b>91,444,200</b>	<b>98,855,200</b>	<b>102,914,500</b>	<b>107,455,700</b>	<b>4.4%</b>
<b>BEGINNING BALANCE</b>	<b>35,051,000</b>	<b>21,557,800</b>	<b>27,800,300</b>	<b>25,776,900</b>	<b>-7.3%</b>
<b>TOTAL OPERATING REVENUES AND BEGINNING BALANCE</b>	<b>\$126,495,200</b>	<b>\$120,413,000</b>	<b>\$130,714,800</b>	<b>\$133,232,600</b>	<b>1.9%</b>



## 2006 BUDGET OPERATING BUDGET

### Expenditures:

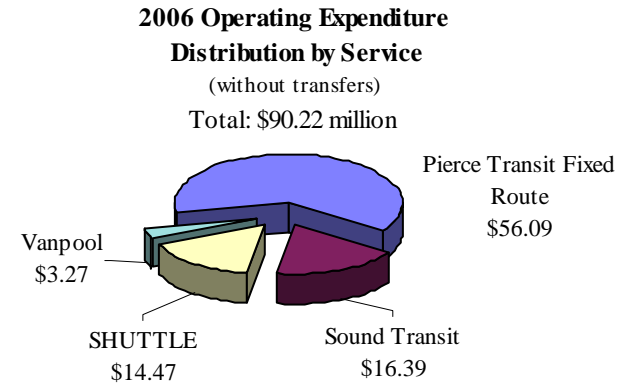
Fixed route services use the majority of the Agency's resources. As shown in the graph, \$56.09 million will be required in 2006 to provide the planned levels of service utilizing 62% of the funds.

Sound Transit service totals \$16.39 million.

SHUTTLE service will require \$14.47 million to provide the budgeted level of service.

Vanpool program activities will need \$3.27 million for budgeted expenses in 2006.

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



The change in Pierce Transit and Sound Transit service hours and miles from 2005 Year-End Estimate to 2006 Budget is shown below.

	2005 Year-End Estimate	2006 Budget	Change	% Change
<b>Hours</b>				
Pierce Transit	581,387	597,673	16,286	2.8%
Sound Transit	174,507	168,968	(5,539)	-3.2%
<b>Total</b>	<b>755,894</b>	<b>766,641</b>	<b>10,747</b>	<b>1.4%</b>
<b>Miles</b>				
Pierce Transit	7,846,747	8,182,224	335,477	4.3%
Sound Transit	4,626,054	4,557,572	(68,482)	-1.5%
<b>Total</b>	<b>12,472,801</b>	<b>12,739,796</b>	<b>266,995</b>	<b>2.1%</b>





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:

**Personnel**

Wages and Benefits

**Maintenance and Operations**

Supplies

Services

Insurance (Purchased)

Utilities

Repairs

Rentals

Purchased Transportation

Other

**Debt Service**

**Transfers**

**2006 BUDGET  
OPERATING BUDGET**

**Itemization of Budgetary Changes**

The 2006 total operations budget is 4.3% above the 2005 budget. An itemization of this increase is shown in the following table.

**Itemization of Budgetary Changes**

Category	% Increase
Wages	2.0%
Benefits	0.5%
Services	-0.3%
Supplies	-0.1%
Fuel	2.0%
Insurance	-0.1%
Repairs & Maintenance	0.5%
Tires	0.0%
Rentals	-0.1%
Utilities	0.1%
Other Contract Services	0.1%
Purchased Transportation	-0.1%
Other	-0.2%
Total	4.3%

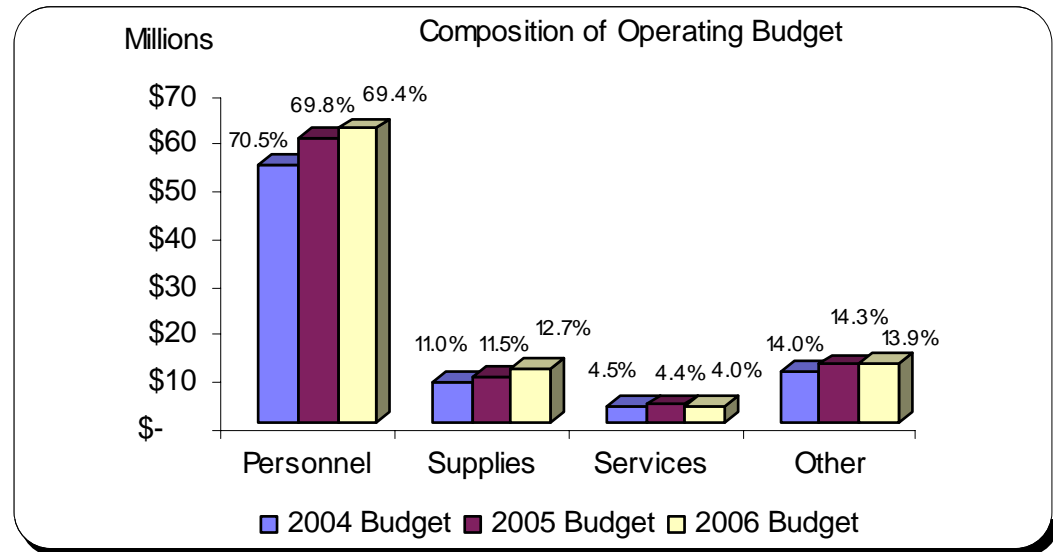


Traffic congestion is one of the most significant issues facing our region. Projections indicate it will only get worse as the population of Pierce County increase by 200,000 by the year 2020.

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

## 2006 BUDGET OPERATING BUDGET

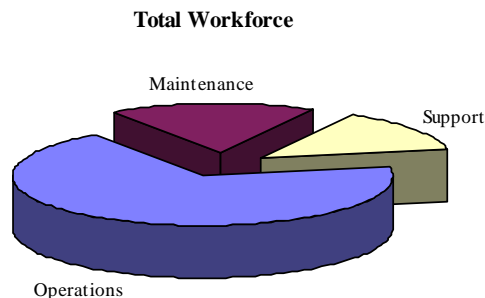
A comparison of the expenditure composition between 2004, 2005, and 2006 is shown on the following graph. While the operating budget expenditures have increased, the composition of the budget is nearly identical in all years. Personnel costs continue to be approximately 70%, supplies 12%, services 4%, and other 14% of the operating budget.





Operating expenses for 2006 are projected to total \$90.2 million. Expenses are increasing \$1.5 million over the 2005 Budget. This is a result of a service increase, additional personnel required to meet the increased service level, wage and benefit labor agreement adjustments, medical and dental premium increases, and maintenance and operating cost increases attributable to the service increase, increasing fuel costs, and inflation.

The focus in the 2006 budget process has been on containing costs except where they directly affect service and ridership development.



## 2006 BUDGET OPERATING BUDGET

### 2006 Operating Budget Summary Analysis Expenditures By Object

	2005 Amended <u>Budget</u>	2005 Year-End <u>Estimate</u>	2006 <u>Budget</u>	Budget to Budget Change	
				<u>Amount</u>	<u>%</u>
Wages	\$ 47,257,900	\$ 45,378,300	\$ 49,007,400	\$ 1,749,500	3.7%
Benefits	12,339,100	10,306,400	12,738,800	399,700	3.2%
M & O	25,795,500	25,888,100	27,281,100	1,485,600	5.8%
Total Operations	85,392,500	81,572,800	89,027,300	3,634,800	4.3%
Debt Service	483,000	483,000	484,000	1,000	0.2%
Pierce County Agreement	2,805,900	2,805,000	691,900	(2,114,000)	-75.3%
Total	\$ 88,681,400	\$ 84,861,700	\$ 90,203,200	\$ 1,521,800	1.7%

**Personnel** - The 3.7% change from the 2005 budget is driven primarily by wage increases for personnel, FTE increases, and the annualized cost of 2005 new positions. The Master Agreement with the transit union is for a three-year period, July 1, 2005 through June 30, 2008.

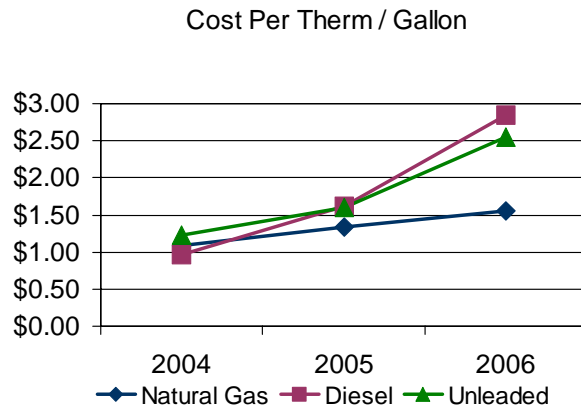
A net of 15 additional position requests for 2006 include 12 for Operations and Maintenance for new service and system growth and 3 support positions. Positions are increasing 1.6% over 2005. The total workforce consists of 647 Operations employees, 163 Maintenance employees, and 135 support employees.

**Benefits** - Benefit costs are accelerating due to health premium and retirement contribution increases, and the increase in personnel. The cost increases have been contained through successful negotiations with providers and staff participation. The Washington State Public Employees Retirement System (PERS) has increased the employer contribution rate from 2.44% to 3.69% of eligible wages effective July 1, 2006.



## 2006 BUDGET OPERATING BUDGET

**Maintenance and Operations** - The 5.8% increase is driven primarily by the service increase and a general increase in prices including a 37% increase in the fuel budget for over \$1.8 million dollars over 2005. Fortunately, the efforts to minimize other increases and only a 3.5% CPI increase in the Seattle-Tacoma area for the year ending October 2005 have helped control the budget increase.



**Supplies - Fuel** - The 2006 budget shown below reflects the best possible estimates based on the information available. Unleaded and diesel fuel costs continue to be volatile. The fuel expenditures for 2006 are 7% of the total operating budget. Compressed Natural Gas (CNG) comprises 53% of the fuel costs. The Pierce Transit fleet is 100% CNG powered. The increase in CNG price reflects the current contract price per therm of \$0.87 and the estimated price of \$1.01 beginning in November 2006.

	Fuel Prices	
	2005 Amended Budget	2006 Budget
CNG \$	0.75	\$ 0.87 / \$1.01
Diesel \$	1.62	\$ 2.85
Unleaded \$	1.60	\$ 2.55

**Services** – Services include expenditures to conduct surveys and community outreach research to identify improvements to service and materials and promotions to support service changes. Utility provider rates are increasing and costs are included for the addition of the South Base facility in 2006. Purchased Transportation expenditures are decreasing as a result of service demand.

**Insurance** - The insurance market has stabilized. Savings of approximately \$108,700 are a result of decreased liability premium costs.



## 2006 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. The debt service remains relatively constant through 2011. Additional information on debt may be found in the Debt section of this document.

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

*Executive - Administration and Public Relations*

*Operations - Administration, Safety & Training, Service Coordination, Specialized Transportation, Transit Public Safety, and Transit Services*

*Maintenance - Administration, Facilities Maintenance, Maintenance Automotive, Maintenance Bus, Maintenance Safety, and Maintenance Training*

*Technology & Transit Development – Administration, Bus Stop Program, Capital & Grants Administration, Capital Development & Construction Projects, Community Services (ADA, CTR, and Vanpool), Information Systems, Marketing, Operations Planning, and Project Management*

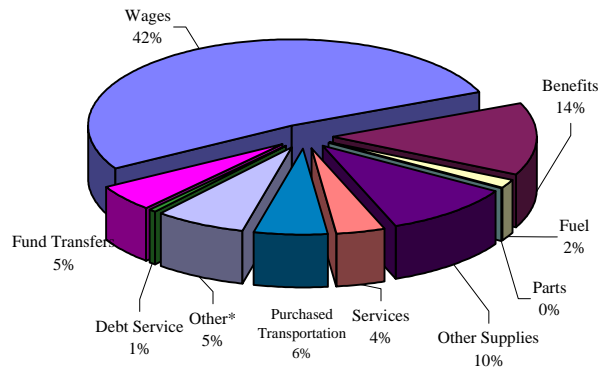
*Human Resources - Human Resources and Risk Management*

*Finance & Administration - Administration, Accounting, Administrative Services, Budgeting, and Purchasing & Warehousing*

The Operating Budget expenditure categories as a percent of the total operating expenditures and the dollar amounts for 2004 Year-End Actuals, 2005 Amended Budget, 2005 Year-End Estimate, 2006 Budget, and the percent change from 2005 to 2006 Year-End Estimates follow.



## Operating Expenditures & Transfers



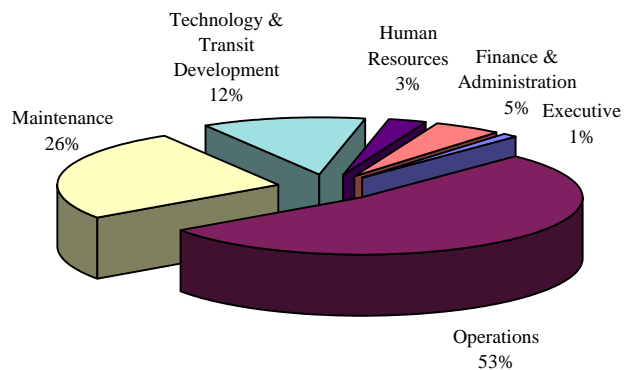
\* Includes: Utilities, rentals, repairs, purchased insurance, and other miscellaneous expenses.

## 2006 BUDGET OPERATING SUMMARY - EXPENDITURES

(rounded to the nearest \$100)	2004 YEAR-END ACTUALS	2005 AMENDED BUDGET	2005 YEAR-END ESTIMATE	2006 BUDGET	% CHANGE 2006 TO 2005 EST.
<b>OPERATING EXPENDITURES</b>					
<b>OPERATING</b>					
Wages	\$42,426,200	\$47,257,900	\$45,378,300	\$49,007,400	8.0%
Benefits	9,263,400	12,339,100	10,306,400	12,738,800	23.6%
<b>SUBTOTAL - PERSONNEL</b>	<b>51,689,600</b>	<b>59,597,000</b>	<b>55,684,700</b>	<b>61,746,200</b>	<b>10.9%</b>
Supplies	8,638,300	9,783,300	10,856,900	11,353,100	4.6%
Services	2,743,000	3,776,100	3,254,600	3,558,000	9.3%
Insurance (Purchased)	875,000	787,200	774,700	678,500	-12.4%
Utilities	701,700	792,200	773,200	856,800	10.8%
Repairs	877,600	1,284,200	1,437,400	1,709,100	18.9%
Rentals	235,000	253,100	249,300	164,300	-34.1%
Purchased Transportation	5,836,700	5,679,900	5,605,100	5,569,300	-0.6%
Other	1,801,100	3,439,500	2,936,900	3,392,000	15.5%
<b>SUBTOTAL - MAINTENANCE AND OPERATING</b>	<b>21,708,400</b>	<b>25,795,500</b>	<b>25,888,100</b>	<b>27,281,100</b>	<b>5.4%</b>
<b>SUBTOTAL - OPERATING</b>	<b>73,398,000</b>	<b>85,392,500</b>	<b>81,572,800</b>	<b>89,027,300</b>	<b>9.1%</b>
Debt Service	572,600	483,000	483,000	484,000	0.2%
Pierce County Agreement	0	2,805,900	2,805,900	691,900	-75.3%
<b>CURRENT EXPENDITURES</b>	<b>73,970,600</b>	<b>88,681,400</b>	<b>84,861,700</b>	<b>90,203,200</b>	<b>6.3%</b>
<b>TRANSFERS</b>					
Capital Transfer	19,172,800	10,909,100	3,776,700	0	-100.0%
Liability and Other Insurance Transfer	1,455,500	497,200	497,200	806,700	62.2%
Workers' Comp. Transfer	1,186,000	415,100	415,100	475,700	14.6%
Depreciation Transfer	2,910,000	15,387,200	15,387,200	3,500,000	-77.3%
<b>SUBTOTAL - TRANSFERS</b>	<b>24,724,300</b>	<b>27,208,600</b>	<b>20,076,200</b>	<b>4,782,400</b>	<b>-76.2%</b>
<b>CURRENT EXPENDITURES AND TRANSFERS</b>	<b>98,694,900</b>	<b>115,890,000</b>	<b>104,937,900</b>	<b>94,985,600</b>	<b>-9.5%</b>
ENDING BALANCE	27,800,300	4,523,000	25,776,900	38,247,000	48.4%
<b>TOTAL OPERATING EXPENDITURES AND ENDING BALANCE</b>	<b>\$126,495,200</b>	<b>\$120,413,000</b>	<b>\$130,714,800</b>	<b>\$133,232,600</b>	<b>1.9%</b>



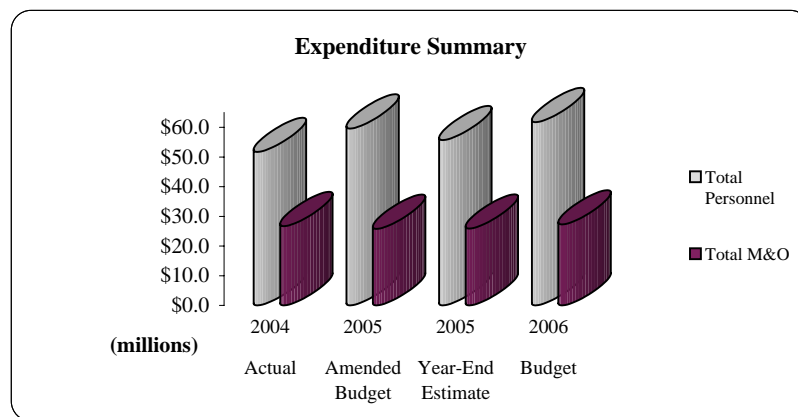
**Agency Operating Budget**



**2006 OPERATING BUDGET  
AGENCY EXPENDITURE COMPARISON**

Description	2004 Actual	2005 Amended Budget	2005 Year-End Estimate	2006 Budget	% Change 2006 Budget to 2005 YE EST.	% Change 2006 Budget to 2005 Budget
Personnel						
Wages	\$ 42,426,160	\$ 47,257,926	\$ 45,378,295	\$ 49,007,397	8.00%	3.70%
Benefits	9,263,372	12,339,118	10,306,394	12,738,792	23.60%	3.24%
Personnel	51,689,532	59,597,044	55,684,689	61,746,189	10.89%	3.61%
Maintenance and Operations						
Supplies	5,319,380	9,783,273	10,856,904	11,353,130	4.57%	16.05%
Services	10,226,809	3,776,149	3,254,567	3,557,958	9.32%	-5.78%
Insurance	1,142,100	787,165	774,665	678,500	-12.41%	-13.80%
Utilities	561,739	792,196	773,236	856,782	10.80%	8.15%
Repairs and Maintenance	783,039	1,284,174	1,437,418	1,709,119	18.90%	33.09%
Rentals	994,188	253,085	249,306	164,267	-34.11%	-35.09%
Other	7,678,672	9,119,403	8,541,969	8,961,315	4.91%	-1.73%
Maintenance and Operations	26,705,927	25,795,445	25,888,065	27,281,071	5.38%	5.76%
Total *	\$ 78,395,459	\$ 85,392,489	\$ 81,572,754	\$ 89,027,260	9.14%	4.26%
Total FTE's	822.9	899.9	899.9	915.7		
Total Positions	862.0	930.0	930.0	945.0		

\* does not include Debt Service, Transfers or Insurance Expenditures







## Support of Community Activities Helps Build Ridership

As a community-based organization, Pierce Transit is committed to being a responsible good neighbor. Pierce Transit employees, facilities, and services are recognized as an integral part of the communities we serve. Pierce Transit philosophy is to be supportive, in appropriate ways, of community goals and initiatives, and to partner with local civic, social, government, and educational organizations in addressing community needs. We recognize that community sponsorships likewise benefit the agency through increased community awareness of Pierce Transit services.

Pierce Transit responds to requests for staff time and services at promotional events, festivals, parades, safety fairs, classrooms, and other activities throughout the year. In addition, Pierce Transit provides promotional assistance through the use of exterior bus boards, interior poster panels, bus stop posters, and literature displays.

As a tax-supported organization, Pierce Transit understands that it is important to provide service to the community while being good stewards of tax dollars. Therefore, allocations of Pierce Transit resources are carefully and strategically weighed in the context of community obligations.

Pierce Transit participates in community events and partnerships because they help increase the public's general awareness of the public transportation system and specific services and programs. In many cases, people attending events are riding the bus for the first time. The goal is to increase the number of first time riders, and provide them with a positive experience, with the hope of turning them into regular riders. In 2005, more than 191,000 rides were provided through special event service, a 20 percent increase over the previous year.



*Executive*Department 



**2006 BUDGET  
EXECUTIVE DEPARTMENT  
TABLE OF CONTENTS**

*Section Contents*

**Department Overview**

- *Department Description*
  - Organization Chart*
  - Division Description*
- *Department Expenditure Summary*
  - Expenditures by description for:*
    - 2004 Actual*
    - 2005 Amended Budget*
    - 2005 Year-End Estimate*
    - 2006 Budget*
    - % Change 2006 Budget to 2005 YE EST*
    - % Change 2006 Budget to 2005 Budget*
- *Executive Department Expenditure*
  - Divisional Detail by Object Number*

**Divisional Detail**

- *Narrative*
  - Expenditures by Object Description*
  - 2005 Year-End Estimate*
  - 2006 Budget*
  - Description*
- *Personnel Summary*
  - Position Title*
  - 2005 Budget FTEs and Positions*
  - 2006 Budget FTEs and Positions*
  - 2006 Budget Salaries, Benefits, and Total*

**Page**

**Department Overview**

Department Description .....	127
Organization Chart .....	127
Department Expenditure Summary .....	129
Executive Department Expenditure .....	130

**Divisional Detail**

Administration	
Narrative.....	132
Personnel Summary .....	133
Public Relations	
Narrative.....	134
Personnel Summary .....	135





2006 BUDGET  
DEPARTMENT DESCRIPTION  
EXECUTIVE

**In Brief:**

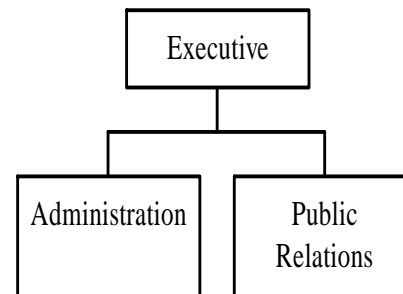
The Executive Department is responsible for carrying out the Agency's mission under the direction and authority of the Board of Commissioners. The Executive Department head Don S. Monroe, Chief Executive Officer since 1981, marshals all of the resources – internal and external – necessary for achieving the Agency's mission to deliver outstanding transportation services that match our customers' needs. The department is comprised of six positions in two divisions:

Administration  
Public Relations

The divisions have a specific area of responsibility toward accomplishing the goals.

**Overview:**

The Executive Department consists of the following:



**Administration** The division is responsible for the implementation of the policies approved by the Board of Commissioners and the overall direction, supervision, and coordination of the Agency's activities and day-to-day management.

**Public Relations** The division is responsible for non-advertising related internal and external communications with the news media, our customers, the community, elected officials, and employees. The Public Relations Officer advises Agency leadership on communications strategies related to specific issues and opportunities, and functions as agency spokesperson. This division provides and/or approves content for internal and external newsletters and publications, website, telephone hotline, on-line news alerts, news announcements, and supports the Marketing Division on selected brochures, ads, direct mail, and other customer information pieces. This division represents the Agency at a variety of community meetings, events, and activities.

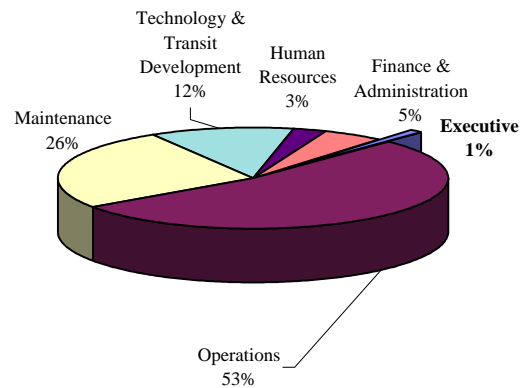




**2006 OPERATING BUDGET  
DEPARTMENT EXPENDITURE SUMMARY**

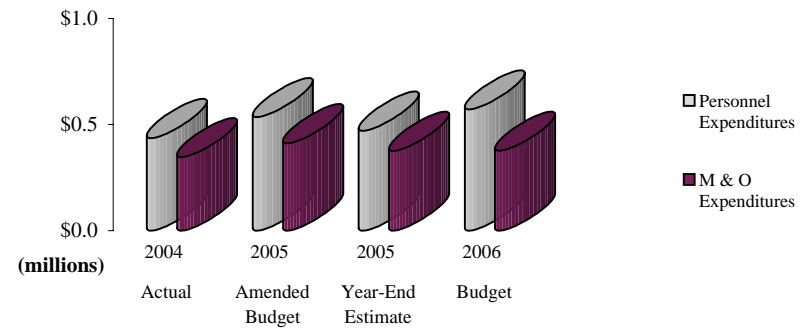
**DEPARTMENT: EXECUTIVE**

**Operating Budget by Department**



Description	2004 Actual	2005 Amended Budget	2005 Year-End Estimate	2006 Budget	% Change 2006 Budget to 2005 YE EST.	% Change 2006 Budget to 2005 Budget
Personnel						
Wages	\$ 374,061	\$ 422,173	\$ 391,346	\$ 472,496	20.7%	11.9%
Benefits	62,070	112,898	79,387	98,786	24.4%	-12.5%
Personnel	436,131	535,071	470,733	571,282	21.4%	6.8%
Maintenance and Operations						
Supplies	4,681	5,088	5,564	5,901	6.1%	16.0%
Services	181,300	242,785	204,021	249,728	22.4%	2.9%
Other	159,681	163,728	166,023	120,241	-27.6%	-26.6%
Maintenance and Operations	345,662	411,601	375,608	375,870	0.1%	-8.7%
Total	\$ 781,793	\$ 946,672	\$ 846,341	\$ 947,152	11.9%	0.1%
FTE'S	4.0	4.1	4.1	4.5	9.8%	9.8%
Positions	5.0	6.0	6.0	6.0	0.0%	0.0%

**Expenditure Summary**





**2006 OPERATING BUDGET  
EXECUTIVE DEPARTMENT EXPENDITURE**

Object Number	Description	Division		Department Total
		Administration 10-111000-	Public Relations 10-112000-	
PERSONNEL				
61100	Salaries	\$ 370,917	\$ 101,579	\$ 472,496
62500	Benefits	69,229	28,207	97,436
62800	Auto Allowance	1,350	-	1,350
	SUBTOTAL	441,496	129,786	571,282
SUPPLIES				
63110	Books & Periodicals	3,449	580	4,029
63120	Office Supplies	672	1,200	1,872
	SUBTOTAL	4,121	1,780	5,901
SERVICES				
64110	Professional Services	123,017	5,000	128,017
64120	Legal Costs	62,329	-	62,329
64130	Training	4,709	480	5,189
64160	Publicity & Public Relations	-	5,000	5,000



**2006 OPERATING BUDGET  
EXECUTIVE DEPARTMENT EXPENDITURE**

Object Number	Description	Division		Department Total
		Administration 10-111000-	Public Relations 10-112000-	
64210	Postage	1,874	300	2,174
64330	Travel & Subsistence	35,737	2,520	38,257
64340	Advertising	3,479	-	3,479
64350	Printing & Binding	283	5,000	5,283
	<b>SUBTOTAL</b>	231,428	18,300	249,728
<b>OTHER</b>				
64910	Association Dues	118,644	1,380	120,024
64990	Other Miscellaneous Expenses	217	-	217
	<b>SUBTOTAL</b>	118,861	1,380	120,241
<b>TOTAL OPERATIONS</b>		\$ 795,906	\$ 151,246	\$ 947,152
	<i>FTE's</i>	<i>3.1</i>	<i>1.4</i>	<i>4.5</i>
	<i>Positions</i>	<i>4.0</i>	<i>2.0</i>	<i>6.0</i>





**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Executive**  
**Division: Administration**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 358,035	\$ 441,496	Salary/wages and benefits for Chief Executive Officer, Clerk of the Board, and Executive Secretary/Deputy Clerk of the Board. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	3,734	4,121	Includes various subscriptions, supplements to the Revised Code of Washington and the Washington Administrative Code, an annual update of the Pierce Transit Code (\$3,449) and office supplies (\$672).
Services	182,306	231,428	Professional services (\$123,017), legal costs (\$62,329), training (\$4,709), estimated expenses for department staff and the Board of Commissioners to attend specific seminars, conferences, and professional association meetings (\$35,737), legal advertisements (\$3,479), printing (\$283), and postage (\$1,874).
Other	164,998	118,861	Includes association dues for Washington State Transportation Association, Puget Sound Regional Council, American Public Transportation Association, Rotary, Tacoma Chamber of Commerce, Transportation Choices Coalition, and other association dues (\$118,644), and miscellaneous expenses (\$217).
<b>TOTAL OPERATIONS</b>	<b>\$ 709,073</b>	<b>\$ 795,906</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Executive**

***Divison: Administration***

Position Title	2005 Budget		2006 Budget		Salaries	2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Chief Executive Officer	1.1	2.0	1.1	2.0	\$ 165,880	\$ 34,195	\$	200,075
Clerk of the Board	1.0	1.0	1.0	1.0	71,614	16,043		87,657
Executive Secretary / Deputy Clerk of the Board	0.6	1.0	1.0	1.0	45,448	13,606		59,054
SUBTOTAL	2.7	4.0	3.1	4.0	282,942	63,844		346,786
Supplemental Retirement					-	1,152		1,152
Retirement Expense					87,975	4,233		92,208
Auto Allowance					-	1,350		1,350
<b>TOTAL</b>	<b>2.7</b>	<b>4.0</b>	<b>3.1</b>	<b>4.0</b>	<b>\$ 370,917</b>	<b>\$ 70,579</b>	<b>\$</b>	<b>441,496</b>



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Executive**  
**Division: Public Relations**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 112,698	\$ 129,786	Salary/wages and benefits for Public Relations Officer and Public Relations Specialist. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	1,830	1,780	Includes publication subscriptions (\$580) and miscellaneous office supplies (\$1,200).
Services	21,715	18,300	Professional services (\$5,000), publicity (\$5,000), postage (\$300), printing and binding (\$5,000), travel (\$2,520), and training (\$480).
Other	1,025	1,380	Association dues (\$1,380).
<b>TOTAL OPERATIONS</b>	<b>\$ 137,268</b>	<b>\$ 151,246</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Executive**  
***Division: Public Relations***

<b>Position Title</b>	<b>2005 Budget</b>		<b>2006 Budget</b>		<b>2006 Budget</b>		
	<b>FTEs</b>	<b>Positions</b>	<b>FTEs</b>	<b>Positions</b>	<b>Salaries</b>	<b>Benefits</b>	<b>TOTAL</b>
Public Relations Officer	1.0	1.0	1.0	1.0	\$ 83,741	\$ 17,172	\$ 100,913
Public Relations Specialist	0.0	0.0	0.4	1.0	17,838	11,035	28,873
Executive Secretary	0.4	1.0	0.0	0.0	-	-	-
<b>TOTAL</b>	<b>1.4</b>	<b>2.0</b>	<b>1.4</b>	<b>2.0</b>	<b>\$ 101,579</b>	<b>\$ 28,207</b>	<b>\$ 129,786</b>



## “Hablamos Español”

Over the last few years, Pierce Transit has experienced an increase in the number of Spanish speaking people using our transit services. The Latino/Hispanic community is the fastest growing ethnic group in the United States. Pierce Transit realized that communication materials needed to be created that are specifically designed for our Spanish-speaking customers. More importantly, we need to establish a meaningful, trusting, and ongoing relationship with this community. The Route Promotion Committee began working with Centro Latino, a local nonprofit organization that helps improve the Hispanic community's quality of life. Pierce Transit representatives have attended events such as neighborhood Cinco de Mayo celebrations where we distribute translated versions of our basic ride guide information.

In 2003, Pierce Transit hired customer service representatives who are fluent in both Spanish and English. They help our Spanish-speaking customers feel more comfortable knowing there is someone available to provide information. In addition, Pierce Transit added information in Spanish to the route and schedule guide and has included a Spanish-language section on our web site. Job listings are now posted in Spanish and a bilingual direct mailer was sent to Hispanic dominant neighborhoods.

Many coach operators have experienced situations when language became a barrier to providing information, instructions, and good customer service. Pierce Transit developed the “Fare Box Spanish” reference booklet and video DVD with the help of concerned Spanish/English speaking employees. This booklet has commonly used English-to-Spanish phrases, and with a little practice using the video DVD, coach operators have improved their Spanish-language communication skills.



**Pierce Transit** *Way go!*

News | Bus Schedules | Rideshare | SHUTTLE | Transit Links | FAQ | Contact Us

TARIFFS • SYSTEM MAP • BIKES ON BUSES • RULES & REGS • HOW TO RIDE • RIDER ALERTS

### Información Importante Para Los Pasajeros

**Cómo Tomar el Autobús**

1. Busque la parada de su vecindario. Los números indican cuales rutas de autobuses se paran allí.
2. Encuentre el número de la ruta en The Bus Stops Here (Guía de ruta tránsito y horario de Pierce Transit). El mapa en la guía de horario indica las calles donde el camión suyo se para. El horario enumera las paradas de autobuses principales para ayudarlo a estimar cuando llegará el autobús a su parada.
3. Por favor, tenga el dinero de la tarifa en efectivo exacto, el pase del autobús o boleto de transbordo listo. Los conductores de los autobuses no llevan ningún cambio.
4. ¿Necesita tomar más de un autobús para llegar a su destino? Pídale al conductor un pase de transbordo gratuito al pagar su boleto.
5. Pídale al conductor la parada más cercana posible a su destino. Cuando se encuentre a una cuadra de su parada, jale el cordón de la camión. Le permitirán bajar en la próxima parada.
6. Llame al 253.581.8000 si hay un lugar al que usted no sabe cómo llegar en autobús. Un Representante de Servicio a Clientes le puede ayudar. Contamos con representantes que hablan español entre 8am y 5pm, de lunes a viernes.

**Cómo Leer el Horario**

Su número de ruta: **52 WEEKDAYS**  
 Día de la semana: **TCC to Tacoma Mall**  
 Dirección en que está viajando el autobús: **Tacoma**  
 Puntos de tiempo. Los autobuses hacen paradas entre puntos de tiempo, también. Use el punto de tiempo antes a su localidad para estimar cuando el autobús llegará a su parada.

	TCC	35th	Mall
①	6:27	6:40	
②	6:45	6:57	7:10
③	7:15	7:27	7:40
④	7:45	7:57	8:10

La raya significa que el autobús no da servicio en este punto de tiempo.



# Operations Department

Operations  
Department



**2006 BUDGET  
OPERATIONS DEPARTMENT  
TABLE OF CONTENTS**

*Section Contents*

**Department Overview**

- *Department Description*
  - Organization Chart*
  - Division Description*
- *Department Expenditure Summary*
  - Expenditures by description for:*
    - 2004 Actual*
    - 2005 Amended Budget*
    - 2005 Year-End Estimate*
    - 2006 Budget*
  - % Change 2006 Budget to 2005 YE EST*
  - % Change 2006 Budget to 2005 Budget*
- *Operations Department Expenditure*
  - Divisional Detail by Object Number*

**Divisional Detail**

- *Narrative*
  - Expenditures by Object Description*
  - 2005 Year-End Estimate*
  - 2006 Budget*
  - Description*
- *Personnel Summary*
  - Position Title*
  - 2005 Budget FTEs and Positions*
  - 2006 Budget FTEs and Positions*
  - 2006 Budget Salaries, Benefits, and Total*

**Page**

**Department Overview**

Department Description .....	138
Organization Chart .....	138
Department Expenditure Summary .....	140
Operations Department Expenditure .....	141

**Divisional Detail**

Administration	
Narrative.....	144
Personnel Summary .....	145
Safety & Training	
Narrative.....	146
Personnel Summary .....	147
Service Coordination	
Narrative.....	148
Personnel Summary .....	149
Specialized Transportation (SHUTTLE)	
Narrative Administration.....	150
Personnel Summary Administration .....	151
Narrative Operations.....	152
Personnel Summary Operations.....	153
Transit Public Safety	
Narrative.....	154
Personnel Summary .....	155
Transit Services	
Narrative Administration.....	156
Personnel Summary Administration .....	157
Narrative Operations.....	158
Personnel Summary Operations.....	159



**2006 BUDGET  
DEPARTMENT DESCRIPTION  
OPERATIONS**

**In Brief:**

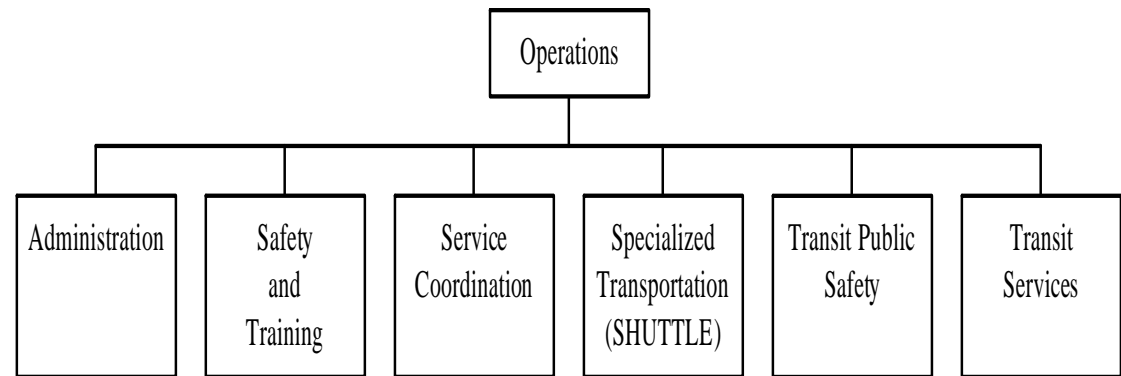
The overall goal of the Operations Department is support of Pierce Transit's mission to deliver outstanding transportation services that match our customers' needs. The department's goal of providing the highest quality service is accomplished through effective and responsive management. The department is lead by Vice President Jane Seymore and is comprised of 647 positions in six divisions:

Administration  
Safety and Training  
Service Coordination  
Specialized Transportation  
(SHUTTLE)  
Transit Public Safety  
Transit Services

The divisions each have a specific area of responsibility toward accomplishing the goals.

**Overview:**

The Operations Department consists of the following:



**Administration** The division oversees and directs the activities of the divisions in the department.

**Safety and Training** The division is responsible for providing individualized instruction to the department's transit operators and other Agency personnel. This division also administers the department's vehicle and industrial safety programs, safety incentive and recognition programs, and provides safety training programs to other departments.

**Service Coordination** The division is responsible for the system radio communications, fixed route dispatch, service supervision, and providing transit operator and customer assistance. Service Coordination also manages special events, construction-related detours, and coordination of emergency transportation needs. This division provides oversight and enforcement of the park and ride lots including the Tacoma Dome Station.





**2006 BUDGET  
DEPARTMENT DESCRIPTION  
OPERATIONS**

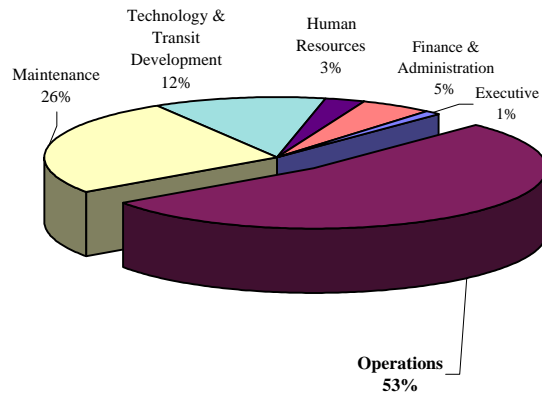
**Specialized Transportation** (SHUTTLE) The division is responsible for providing accessible transportation services for Pierce Transit customers who are unable to use the fixed route system due to a disability. Included within this division are the administrative functions associated with managing directly provided SHUTTLE service, dispatching, customer service, and contracted service delivery. The division provides shared-ride trips on a reservation basis.

**Transit Public Safety** The division is responsible for developing, implementing, and monitoring policies and procedures to protect and prevent harm to employees, customers, and property. This includes responsibility for all security issues at all Pierce Transit facilities and on all vehicles. The Security Division also administers the department's contracts with public law enforcement agencies and private security companies.

**Transit Services** The division is responsible for managing and coordinating all the activities of the transit operators. This division also evaluates and controls the quality of fixed route services provided to the community by the transit operators.



**Operating Budget by Department**

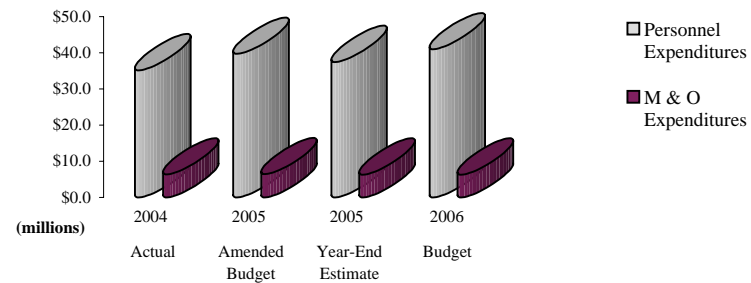


**2006 OPERATING BUDGET  
DEPARTMENT EXPENDITURE SUMMARY**

**DEPARTMENT: OPERATIONS**

Description	2004 Actual	2005 Amended Budget	2005 Year-End Estimate	2006 Budget	% Change 2006 Budget to 2005 YE EST.	% Change 2006 Budget to 2005 Budget
<b>Personnel</b>						
Wages	\$ 28,928,223	\$ 31,497,949	\$ 30,597,863	\$ 32,467,772	6.1%	3.1%
Benefits	6,249,027	8,224,867	6,880,018	8,536,062	24.1%	3.8%
<b>Personnel</b>	<b>35,177,250</b>	<b>39,722,816</b>	<b>37,477,881</b>	<b>41,003,834</b>	<b>9.4%</b>	<b>3.2%</b>
<b>Maintenance and Operations</b>						
Supplies	70,063	106,668	106,906	96,041	-10.2%	-10.0%
Services	435,700	561,904	552,340	592,091	7.2%	5.4%
Utilities	0	1,750	1,750	1,750	0.0%	0.0%
Repairs and Maintenance	8,505	16,600	1,289	17,800	1280.9%	7.2%
Rentals	2,317	6,336	6,503	6,000	-7.7%	-5.3%
Purchased Transportation	5,836,723	5,679,864	5,605,083	5,569,275	-0.6%	-1.9%
Other	26,275	48,593	42,085	48,794	15.9%	0.4%
<b>Maintenance and Operations</b>	<b>6,379,583</b>	<b>6,421,715</b>	<b>6,315,956</b>	<b>6,331,751</b>	<b>0.3%</b>	<b>-1.4%</b>
<b>Total</b>	<b>\$ 41,556,833</b>	<b>\$ 46,144,531</b>	<b>\$ 43,793,837</b>	<b>\$ 47,335,585</b>	<b>8.1%</b>	<b>2.6%</b>
<b>FTE'S</b>	<b>580.7</b>	<b>615.0</b>	<b>615.0</b>	<b>624.4</b>	<b>1.5%</b>	<b>1.5%</b>
<b>Positions</b>	<b>610.0</b>	<b>638.0</b>	<b>638.0</b>	<b>647.0</b>	<b>1.4%</b>	<b>1.4%</b>

**Expenditure Summary**





**2006 OPERATING BUDGET  
OPERATIONS DEPARTMENT EXPENDITURE**

Object Number	Description	Division							
		Administration 10-646000-	Safety & Training 10-643000-	Service Coordination 10-644000-	Spec. Trans. (SHUTTLE) 10-64X000- *	Transit Public Safety 10-645000-	Transit Services 10-64X000- *	Department Total	
PERSONNEL									
61100	Salaries	\$ 163,571	\$ 527,275	\$ 3,679,882	\$ 3,443,895	\$ 125,611	\$ 20,924,089	\$ 28,864,323	
61160	Safety & Attendance	-	2,000	30,000	25,278	-	241,421	298,699	
61190	Contract Salaries	-	-	-	-	608,502	-	608,502	
61200	Overtime	-	15,000	239,343	219,618	30,676	2,191,611	2,696,248	
62500	Benefits	33,980	115,248	814,858	894,951	50,409	6,430,570	8,340,016	
62900	Uniforms	-	-	39,042	1,000	-	156,004	196,046	
	SUBTOTAL	197,551	659,523	4,803,125	4,584,742	815,198	29,943,695	41,003,834	
SUPPLIES									
63110	Books & Periodicals	584	1,460	1,975	2,061	2,100	247	8,427	
63120	Office Supplies	456	2,230	3,125	4,295	7,400	644	18,150	
63290	General Operating Supplies	-	3,200	15,925	1,725	7,800	2,094	30,744	
63310	Small Tools & Equipment	-	3,250	1,170	-	3,800	-	8,220	
63360	Repairs & Maintenance - Communication Equipment	-	-	-	-	30,500	-	30,500	
	SUBTOTAL	1,040	10,140	22,195	8,081	51,600	2,985	96,041	



**2006 OPERATING BUDGET  
OPERATIONS DEPARTMENT EXPENDITURE**

Object Number	Description	Division						Department Total
		Administration 10-646000-	Safety & Training 10-643000-	Service Coordination 10-644000-	Spec. Trans. (SHUTTLE) 10-64X000- *	Transit Public Safety 10-645000-	Transit Services 10-64X000- *	
SERVICES								
64110	Professional Services	6,092	600	29,000	-	6,600	5,349	47,641
64130	Training	625	7,170	6,700	2,820	3,250	2,000	22,565
64140	Security	-	-	-	-	434,692	-	434,692
64160	Publicity & Public Relations	-	3,300	-	-	-	-	3,300
64210	Postage	-	100	75	11,700	-	613	12,488
64330	Travel & Subsistence	4,605	11,250	8,900	7,421	800	5,982	38,958
64350	Printing & Binding	250	1,120	18,075	6,320	4,000	2,682	32,447
SUBTOTAL		11,572	23,540	62,750	28,261	449,342	16,626	592,091
PUBLIC UTILITY SERVICES								
64560	Electricity	-	-	1,750	-	-	-	1,750
SUBTOTAL		-	-	1,750	-	-	-	1,750
REPAIRS & MAINTENANCE								
64620	Repairs & Maintenance - Communication Equipment	-	-	17,800	-	-	-	17,800
SUBTOTAL		-	-	17,800	-	-	-	17,800



**2006 OPERATING BUDGET  
OPERATIONS DEPARTMENT EXPENDITURE**

Object Number	Description	Division						Department Total
		Administration 10-646000-	Safety & Training 10-643000-	Service Coordination 10-644000-	Spec. Trans. (SHUTTLE) 10-64X000- *	Transit Public Safety 10-645000-	Transit Services 10-64X000- *	
RENTALS								
64730	Equipment	-	3,000	-	-	-	-	3,000
64790	Other	-	-	500	-	2,500	-	3,000
	SUBTOTAL	-	3,000	500	-	2,500	-	6,000
OTHER								
64910	Association Dues	110	3,150	395	500	2,000	-	6,155
64960	Purchased	-	-	-	5,569,275	-	-	5,569,275
64970	Transportation Other Contract	-	-	-	-	5,000	-	5,000
64990	Services Other Miscellaneous Expenses	500	11,200	1,700	13,400	1,500	9,339	37,639
	SUBTOTAL	610	14,350	2,095	5,583,175	8,500	9,339	5,618,069
TOTAL OPERATIONS		\$ 210,773	\$ 710,553	\$ 4,910,215	\$ 10,204,259	\$ 1,327,140	\$ 29,972,645	\$ 47,335,586
	FTE's	2.0	8.8	61.0	71.3	2.0	479.3	624.4
	Positions	2.0	8.0	57.0	67.0	2.0	511.0	647.0

\* X in account number indicates division has multiple account numbers.



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Operations**  
***Division: Administration***

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 180,881	\$ 197,551	Salary/wages and benefits for Vice President Operations and Executive Assistant. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	1,117	1,040	Books and periodicals (\$584) and office supplies (\$456).
Services	6,307	11,572	Professional services (\$6,092), printing and binding (\$250), travel (\$4,605), and training (\$625).
Other	480	610	Association dues (\$110) and miscellaneous meeting expenses (\$500).
<b>TOTAL OPERATIONS</b>	<b>\$ 188,785</b>	<b>\$ 210,773</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Operations**

*Division: Administration*

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
VP Operations	1.0	1.0	1.0	1.0	\$ 116,376	\$ 20,211	\$ 136,587
Executive Assistant	1.0	1.0	1.0	1.0	47,195	13,769	60,964
<b>TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 163,571</b>	<b>\$ 33,980</b>	<b>\$ 197,551</b>



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Operations**  
**Division: Safety & Training**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 565,071	\$ 659,523	Salary/wages and benefits for Safety and Training Manager, Instructors, and Relief Instructors. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	10,307	10,140	Books and periodicals (\$1,460), office supplies (\$730), film processing (\$1,500), first aid supplies (\$2,700), general supplies (\$500), lumbar and back supports (\$2,500), and bloodborne pathogen supplies (\$750).
Services	24,991	23,540	Professional services (\$600), postage (\$100), Roadeo pins and shirts (\$3,300), training (\$7,170), travel (\$11,250), and printing and binding (\$1,120).
Rentals	3,603	3,000	Rentals for the annual bus and van Roadeo (\$3,150).
Other	13,800	14,350	Association dues to the National Safety Council, Evergreen Safety Council and the Safety Pays program (\$3,150), Safety Awards (\$5,200), Safety Committee and classroom supplies/refreshments (\$400), mentoring program (\$1,500), and Roadeo miscellaneous (\$4,100).
<b>TOTAL OPERATIONS</b>	<b>\$ 617,772</b>	<b>\$ 710,553</b>	





**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Operations**  
**Division: Safety & Training**

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Safety and Training Manager	1.0	1.0	1.0	1.0	\$ 92,789	\$ 18,015	\$ 110,804
Instructors	7.0	7.0	7.0	7.0	395,595	94,544	490,139
SUBTOTAL	8.0	8.0	8.0	8.0	488,384	112,559	600,943
Relief Instructors *	0.5	0.0	0.8	0.0	38,891	1,871	40,762
Safety & Attendance					2,000	96	2,096
Overtime					15,000	722	15,722
<b>TOTAL</b>	<b>8.5</b>	<b>8.0</b>	<b>8.8</b>	<b>8.0</b>	<b>\$ 544,275</b>	<b>\$ 115,248</b>	<b>\$ 659,523</b>

\* The relief instructor positions are included in Transit Services. The FTEs reflect the amount of time spent by operators working as relief instructors.



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Operations**  
**Division: Service Coordination**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 4,384,156	\$ 4,803,125	Salary/wages and benefits for Service Coordination Manager, Service Coordination Assistant Managers, Division Assistant, Service Supervisors, Special Events Coordinator, and Communications Coordinator. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	23,205	22,195	Books and periodicals (\$1,975), supplies (\$3,125), general operating supplies, such as radio batteries, accident investigation tools, and van supplies (\$15,925), and small tools and equipment (\$1,170).
Services	58,530	62,750	Parking management contract for the Tacoma Dome Station (\$23,000), training (\$6,700), CISM training (\$4,000), Evergreen Safety Council/Hazmat (\$2,000), travel (\$8,900), printing and binding (\$18,075), and postage (\$75).
Utilities	1,750	1,750	This expenditure is for Pierce Transit's portion of costs at South Hill Mall Transit Center for additional lighting during the Puyallup Fair (\$1,750).
Repairs & Maintenance	1,289	17,800	Repairs of portable radios and other communication equipment not covered by the maintenance contract (\$17,800).
Rentals	400	500	Tent rental for the 4th of July service (\$500).
Other	2,095	2,095	Association dues (\$395) and staff recognition and miscellaneous supplies (\$1,700).
<b>TOTAL OPERATIONS</b>	<b>\$ 4,471,425</b>	<b>\$ 4,910,215</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Operations**

*Division: Service Coordination*

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Service Coordination Manager	1.0	1.0	1.0	1.0	\$ 80,163	\$ 16,839	\$ 97,002
Service Coordination Assistant Manager	3.0	3.0	3.0	3.0	229,195	49,465	278,660
Division Assistant	1.0	1.0	1.0	1.0	43,326	13,409	56,735
Service Supervisor	50.0	50.0	50.0	50.0	2,867,280	678,356	3,545,636
Special Events Coordinator	1.0	1.0	1.0	1.0	58,989	13,687	72,676
Communications Coordinator	1.0	1.0	1.0	1.0	58,989	13,687	72,676
SUBTOTAL	57.0	57.0	57.0	57.0	3,337,942	785,443	4,123,385
Relief Supervisors	3.0	0.0	4.0	0.0	210,829	10,145	220,974
Safety & Attendance					30,000	1,444	31,444
Longevity					17,190	827	18,017
Severance					113,921	5,482	119,403
Overtime					239,343	11,517	250,860
Uniforms					-	39,042	39,042
<b>TOTAL</b>	<b>60.0</b>	<b>57.0</b>	<b>61.0</b>	<b>57.0</b>	<b>\$ 3,949,225</b>	<b>\$ 853,900</b>	<b>\$ 4,803,125</b>



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Operations**  
**Division: Spec. Trans. (SHUTTLE) - Admin**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 2,442,497	\$ 2,460,728	Salary/wages and benefits for Specialized Transportation Manager, Specialized Transportation Assistant Managers, Customer Services Supervisor, Division Assistant, Service Supervisors, Dispatch Coordinator, Standing Files Supervisor, Specialized Transportation Dispatchers, and Customer Service Representatives. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	9,261	8,081	Books and periodicals (\$2,061), office supplies (\$4,295), and general operating supplies (\$1,725).
Services	24,105	28,261	Postage (\$11,700), printing and binding (\$6,320), travel (\$7,421), and training (\$2,820).
Other	5,614,083	5,583,175	Association dues (\$500), purchased transportation (\$5,569,275), and miscellaneous (\$13,400).
<b>TOTAL OPERATIONS</b>	<b>\$ 8,089,946</b>	<b>\$ 8,080,245</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Operations**

**Division: Spec. Trans. (SHUTTLE) - Admin**

Position Title	2005 Budget		2006 Budget		Salaries	2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Specialized Transportation Manager	1.0	1.0	1.0	1.0	\$ 84,157	\$ 17,211	\$	101,368
Specialized Transportation Assistant Manager	2.0	2.0	2.0	2.0	145,184	32,268		177,452
Division Assistant	1.0	1.0	1.0	1.0	33,758	12,518		46,276
Service Supervisor	4.0	4.0	3.0	3.0	176,280	41,012		217,292
Dispatch Coordinator (SHUTTLE)	1.0	1.0	1.0	1.0	58,989	13,687		72,676
Customer Service Supervisor	1.0	1.0	1.0	1.0	58,365	14,809		73,174
Standing Files Supervisor	1.0	1.0	1.0	1.0	58,760	13,671		72,431
Specialized Transportation Dispatcher	11.0	11.0	10.0	11.0	571,168	144,878		716,046
Customer Service Representatives - Full-time	8.0	8.0	8.0	8.0	300,019	96,929		396,948
Customer Service Representatives - Part-time	6.0	8.0	6.0	8.0	218,650	90,980		309,630
Customer Service Representative Mid-County	1.0	1.0	1.0	1.0	37,502	12,116		49,618
SUBTOTAL	37.0	39.0	35.0	38.0	1,742,832	490,079		2,232,911
Relief Dispatcher	2.0	0.0	2.0	0.0	104,624	7,650		112,274
Safety & Attendance					11,300	544		11,844
Longevity					4,500	217		4,717
Premium Overtime					34,536	1,662		36,198
Overtime					59,902	2,882		62,784
<b>TOTAL</b>	<b>39.0</b>	<b>39.0</b>	<b>37.0</b>	<b>38.0</b>	<b>\$ 1,957,694</b>	<b>\$ 503,034</b>	<b>\$</b>	<b>2,460,728</b>



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Operations**  
***Division: Spec. Trans. (SHUTTLE) - Ops***

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 2,066,557	\$ 2,124,014	Salary/wages and benefits for Shuttle Operators and Relief Operators. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
TOTAL OPERATIONS	<u>\$ 2,066,557</u>	<u>\$ 2,124,014</u>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Operations**

**Division: Spec. Trans. (SHUTTLE) - Ops**

Position Title	2005 Budget		2006 Budget		2006 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Shuttle Operators	31.0	29.0	31.0	29.0	\$ 1,470,789	\$ 379,390	\$ 1,850,179
SUBTOTAL *	31.0	29.0	31.0	29.0	1,470,789	379,390	1,850,179
Relief Operators **	3.3	0.0	3.3	0.0	121,150	5,830	126,980
Safety & Attendance					13,978	673	14,651
Premium Overtime					2,680	129	2,809
Overtime					122,500	5,895	128,395
Raincoats					-	1,000	1,000
<b>TOTAL</b>	<b>34.3</b>	<b>29.0</b>	<b>34.3</b>	<b>29.0</b>	<b>\$ 1,731,097</b>	<b>\$ 392,917</b>	<b>\$ 2,124,014</b>

\* The FTE's include vacation replacement hours. The positions do not include vacation replacement operators.  
These positions are carried in Transit Services.

\*\* These positions are carried in Transit Services.



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Operations**  
**Division: Transit Public Safety**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 772,189	\$ 815,198	Salary/wages and benefits for Transit Public Safety Manager, Transit Security Specialist, Contract Police Officers, and Contract Security Assistant. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	59,900	51,600	Books and periodicals (\$2,100), office supplies (\$7,400), general operating supplies (\$7,800), small tools and equipment (\$3,800), and repair and maintenance of surveillance camera systems (\$30,500).
Services	420,127	449,342	Professional services (\$6,600), security contract services for TDS and the base headquarters (\$434,692), training (\$3,250), travel (\$800), and printing and binding (\$4,000).
Rentals	2,500	2,500	Rental car contract (\$2,500).
Other	8,000	8,500	Association dues (\$2,000), security alarm fees (\$5,000), and miscellaneous (\$1,500).
<b>TOTAL OPERATIONS</b>	<b>\$ 1,262,716</b>	<b>\$ 1,327,140</b>	





**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Operations**  
**Division: Transit Public Safety**

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Transit Public Safety Manager	1.0	1.0	1.0	1.0	\$ 80,163	\$ 16,839	\$ 97,002
Transit Security Specialist	1.0	1.0	1.0	1.0	45,448	13,606	59,054
SUBTOTAL	2.0	2.0	2.0	2.0	125,611	30,445	156,056
Contract/Liaison Police Officers					574,182	8,326	582,508
Contract Security Assistant					34,320	11,025	45,345
Contract Overtime					25,676	372	26,048
Overtime					5,000	241	5,241
<b>TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 764,789</b>	<b>\$ 50,409</b>	<b>\$ 815,198</b>



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Operations**  
**Division: Transit Services - Admin**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 658,006	\$ 673,973	Salary/wages and benefits for Senior Transportation Manager, Assistant Managers, and Division Assistants. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	3,116	2,985	Books and periodicals (\$247), office supplies (\$644), and operator seat cushions (\$2,094).
Services	18,280	16,626	System audits (\$5,349), postage (\$613), printing (\$2,682), training (\$2,000), and travel (\$5,982).
Other	8,710	9,339	Employee recognition and miscellaneous supplies (\$3,988), uniform dry cleaning (\$351), and TTAD expenses (\$5,000).
<b>TOTAL OPERATIONS</b>	<b>\$ 688,112</b>	<b>\$ 702,923</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Operations**  
***Division: Transit Services - Admin***

Position Title	2005 Budget		2006 Budget		2006 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Senior Transportation Manager	1.0	1.0	1.0	1.0	\$ 100,214	\$ 18,706	\$ 118,920
Division Assistant	1.8	2.0	2.0	2.0	74,797	25,713	100,510
Assistant Managers	5.0	5.0	5.0	5.0	372,944	81,599	454,543
<b>TOTAL</b>	<b>7.8</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>\$ 547,955</b>	<b>\$ 126,018</b>	<b>\$ 673,973</b>



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Operations**  
***Division: Transit Services - Operations***

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 26,918,044	\$ 29,269,722	Salary/wages and benefits for Transit Operators and Relief Transit Operators. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
TOTAL OPERATIONS	<u>\$ 26,918,044</u>	<u>\$ 29,269,722</u>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Operations**

***Division: Transit Services - Operations***

Position Title	2005 Budget		2006 Budget		Salaries	2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Transit Operators	385.0	390.0	390.3	400.0	\$ 16,826,632	\$ 4,979,967	\$ 21,806,599	
Relief Transit Operators*	76.4	103.0	81.0	103.0	2,847,312	1,173,718	4,021,030	
SUBTOTAL	461.4	493.0	471.3	503.0	19,673,944	6,153,685	25,827,629	
Special Event Service					160,113	7,705	167,818	
Safety & Attendance					241,421	11,617	253,038	
Spread Time					95,648	4,603	100,251	
Longevity					36,051	1,735	37,786	
Severance					102,254	4,920	107,174	
Delay Overtime					253,736	12,210	265,946	
Scheduled Overtime					347,823	16,737	364,560	
Unscheduled Overtime					560,616	26,977	587,593	
Holiday Overtime					551,190	26,523	577,713	
Travel Overtime					478,246	23,013	501,259	
Trainee Wages					308,124	14,827	322,951	
Uniforms					-	156,004	156,004	
TOTAL	461.4	493.0	471.3	503.0	\$ 22,809,166	\$ 6,460,556	\$ 29,269,722	

\* Relief positions do not include relief operators in training. Also, the number of relief positions represent the minimum requirement throughout the year.



## Facilities Improvements

The rapid rise in fuel prices is not the only motivation for people to seek public transportation as an alternative to driving their private vehicles. Although recent experience shows the price of fuel is a contributing factor in this decision, it isn't the only one. The experience during several fuel price spike events over the past two decades clearly demonstrates that other factors such as service frequency, passenger amenities and comfort, quality of transit coaches, and community awareness of specific services play a much larger role in transit ridership growth than does the cost of filling the tank.

In order to attract additional riders and keep our existing customers, issues regarding customer comfort, convenience, and safety are being addressed. Pierce Transit and Tacoma area Rotary International clubs have partnered to install bus shelters as part of a countywide Rotary International Centennial project. Pierce County's 14 Rotary clubs will install a total of 30 bus shelters at high traffic rider locations offering riders shelter from the Northwest weather. Most of the shelters will come equipped with solar-powered, motion-activated lighting panels, and signal lights to alert the transit operators at night. Many transit customers do not own a vehicle and depend on the bus, rain or shine. Customer service surveys clearly indicate that bus stop shelters are second in importance only to more frequent bus service.

Pierce Transit has a history of successful partnering with local businesses and neighborhood districts to share the costs of building shelters. Improving Pierce Transit services not only impacts the lives of many individuals throughout our community, but also improves the quality and appearance of the community.



# MaintenanceDepartment

Maintenance  
Department



**2006 BUDGET  
MAINTENANCE DEPARTMENT  
TABLE OF CONTENTS**

*Section Contents*

**Department Overview**

- *Department Description*
  - Organization Chart*
  - Division Description*
- *Department Expenditure Summary*
  - Expenditures by description for:*
    - 2004 Actual*
    - 2005 Amended Budget*
    - 2005 Year-End Estimate*
    - 2006 Budget*
    - % Change 2006 Budget to 2005 YE EST*
    - % Change 2006 Budget to 2005 Budget*
- *Maintenance Department Expenditure*
  - Divisional Detail by Object Number*

**Divisional Detail**

- *Narrative*
  - Expenditures by Object Description*
  - 2005 Year-End Estimate*
  - 2006 Budget*
  - Description*
- *Personnel Summary*
  - Position Title*
  - 2005 Budget FTEs and Positions*
  - 2006 Budget FTEs and Positions*
  - 2006 Budget Salaries, Benefits, and Total*

**Page**

**Department Overview**

Department Description .....	162
Organization Chart .....	162
Department Expenditure Summary .....	164
Maintenance Department Expenditure .....	165

**Divisional Detail**

Administration	
Narrative.....	168
Personnel Summary.....	169
Facilities Maintenance	
Narrative.....	170
Personnel Summary.....	171
Maintenance Automotive	
Narrative.....	172
Personnel Summary.....	173
Maintenance Bus	
Narrative.....	174
Personnel Summary.....	175
Maintenance Safety	
Narrative.....	176
Personnel Summary.....	177
Maintenance Training	
Narrative.....	178
Personnel Summary.....	179





**2006 BUDGET  
DEPARTMENT DESCRIPTION  
MAINTENANCE**

**In Brief:**

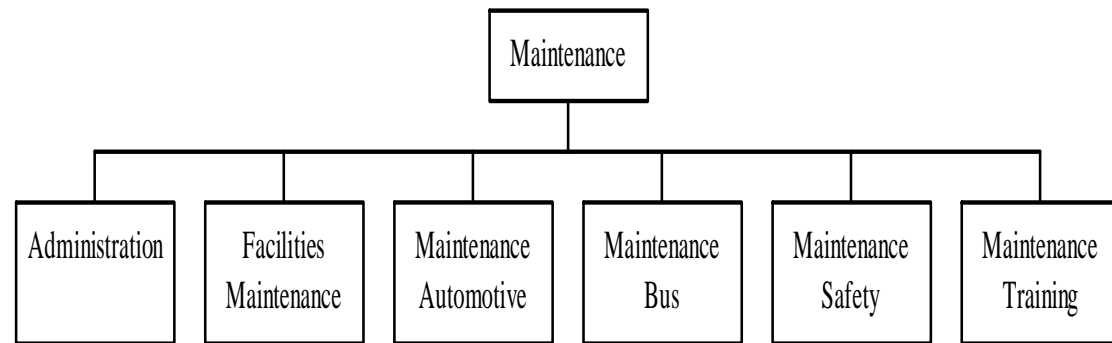
The overall goal of the Maintenance Department is support of Pierce Transit's mission to deliver outstanding transportation services that match our customers' needs. The department's goal of providing the highest quality service is accomplished through effective and responsive management. The department is lead by Vice President Reed Hooks and is comprised of 163 positions in six divisions:

Administration  
Facilities Maintenance  
Maintenance Automotive  
Maintenance Bus  
Maintenance Safety  
Maintenance Training

The divisions each have a specific area of responsibility toward accomplishing the goals.

**Overview:**

The Maintenance Department consists of the following:



**Administration** The division oversees and directs the activities of the divisions in the department.

**Facilities Maintenance** The division is responsible for all of the Agency's facilities. These include transit centers, park and ride lots, passenger shelters, benches, route signage, trash receptacles, the twenty acre maintenance and operations base which serves as Pierce Transit's operational and administrative headquarters at South Tacoma Way, the Commerce Street Turnaround, and the Tacoma Dome Station. Responsibility begins with the construction/placement of these facilities, and continues with cleaning, repair, and maintenance throughout the existence of the facility.



**2006 BUDGET  
DEPARTMENT DESCRIPTION  
MAINTENANCE**

**Maintenance Automotive and Maintenance Bus** These divisions are 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 and placing vehicles into service, maintaining the vehicles throughout their useful life, decommissioning and taking vehicles out of service, and surplus 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.

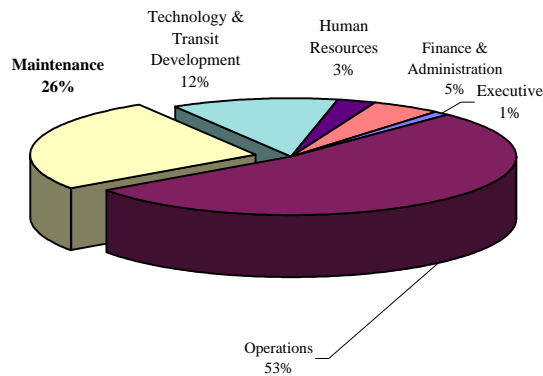
**Maintenance Safety and Maintenance Training** The divisions conduct safety programs through the Maintenance Safety Coordinator, as well as training through the Maintenance Training Coordinator. These two programs ensure a safe working environment for the employees in the department, as well as ensuring compliance with all regulatory agencies. The Training Division develops and coordinates technical and safety training for all the department's employees.



**2006 OPERATING BUDGET  
DEPARTMENT EXPENDITURE SUMMARY**

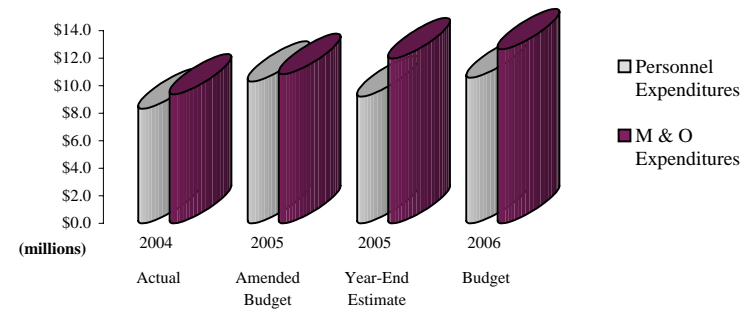
**DEPARTMENT: MAINTENANCE**

**Operating Budget by Department**



Description	2004 Actual	2005 Amended Budget	2005 Year-End Estimate	2006 Budget	% Change 2006 Budget to 2005 YE EST.	% Change 2006 Budget to 2005 Budget
Personnel						
Wages	\$ 6,713,259	\$ 8,154,169	\$ 7,421,720	\$ 8,362,396	12.7%	2.6%
Benefits	1,616,858	2,154,796	1,800,583	2,221,348	23.4%	3.1%
Personnel	8,330,117	10,308,965	9,222,303	10,583,744	14.8%	2.7%
Maintenance and Operations						
Supplies	7,484,219	8,510,647	9,557,857	9,936,586	4.0%	16.8%
Services	267,108	268,236	202,493	202,292	-0.1%	-24.6%
Utilities	700,861	790,446	771,486	855,032	10.8%	8.2%
Repairs and Maintenance	806,774	1,177,347	1,350,545	1,603,614	18.7%	36.2%
Rentals	80,823	77,144	79,549	37,803	-52.5%	-51.0%
Other	40,511	27,301	25,479	21,464	-15.8%	-21.4%
Maintenance and Operations	9,380,296	10,851,121	11,987,409	12,656,791	5.6%	16.6%
Total	\$ 17,710,413	\$ 21,160,086	\$ 21,209,712	\$ 23,240,535	9.6%	9.8%
FTE'S	148.6	159.1	159.1	163.0	2.5%	2.5%
Positions	151.0	160.0	160.0	163.0	1.9%	1.9%

**Expenditure Summary**





**2006 OPERATING BUDGET  
MAINTENANCE DEPARTMENT EXPENDITURE**

Object Number	Description	Division						Department Total		
		Administration 10-654000-	Facilities Maintenance 10-653000-	Maintenance Automotive 10-651000-	Maintenance Bus 10-652000-	Maintenance Safety 10-655000-	Maintenance Training 10-656000-			
PERSONNEL										
61100	Salaries	\$ 226,532	\$ 1,458,652	\$ 1,471,661	\$ 4,772,266	\$ 56,118	\$ 71,614	\$ 8,056,843		
61160	Safety & Attendance	-	12,000	18,000	61,900	-	-	91,900		
61200	Overtime	-	23,565	62,000	128,088	-	-	213,653		
62500	Benefits	49,216	432,848	407,501	1,248,407	14,600	16,043	2,168,615		
62900	Uniforms	-	13,888	7,975	30,870	-	-	52,733		
	SUBTOTAL	275,748	1,940,953	1,967,137	6,241,531	70,718	87,657	10,583,744		
SUPPLIES										
63110	Books & Periodicals	250	1,504	300	100	1,100	150	3,404		
63120	Office Supplies	2,225	640	570	-	500	250	4,185		
63230	Fuel - Unleaded	-	-	781,252	-	-	-	781,252		
63240	Fuel - CNG	-	-	2,188	3,259,065	-	-	3,261,253		
63250	Fuel - Diesel	-	-	12,041	1,395,113	-	-	1,407,154		
63260	Lube & Oil	-	-	20,306	150,000	-	-	170,306		
63280	Tires & Tubes	-	-	58,104	494,039	-	-	552,143		
63290	General Operating Supplies	1,000	61,582	12,182	133,650	35,839	-	244,253		
63310	Small Tools & Equipment	-	30,321	11,430	62,316	-	2,500	106,567		



**2006 OPERATING BUDGET  
MAINTENANCE DEPARTMENT EXPENDITURE**

Object Number	Description	Division						Department Total
		Administration 10-654000-	Facilities Maintenance 10-653000-	Maintenance Automotive 10-651000-	Maintenance Bus 10-652000-	Maintenance Safety 10-655000-	Maintenance Training 10-656000-	
63380	Snow Supplies	-	3,797	-	-	500	-	4,297
63390	General Repair & Maintenance Supplies	-	263,324	310,771	2,827,677	-	-	3,401,772
	<b>SUBTOTAL</b>	3,475	361,168	1,209,144	8,321,960	37,939	2,900	9,936,586
<b>SERVICES</b>								
64110	Professional Services	5,000	3,000	-	41,000	77,760	-	126,760
64130	Training	-	-	-	-	-	40,205	40,205
64210	Postage	550	-	-	-	-	-	550
64330	Travel & Subsistence	34,427	-	-	-	-	-	34,427
64350	Printing & Binding	350	-	-	-	-	-	350
	<b>SUBTOTAL</b>	40,327	3,000	-	41,000	77,760	40,205	202,292
<b>PUBLIC UTILITY SERVICES</b>								
64510	Heating	-	84,976	-	-	-	-	84,976
64560	Electricity	-	598,422	-	-	-	-	598,422
64570	Water	-	90,400	-	-	-	-	90,400
64580	Garbage	-	81,234	-	-	-	-	81,234
	<b>SUBTOTAL</b>	-	855,032	-	-	-	-	855,032



**2006 OPERATING BUDGET  
MAINTENANCE DEPARTMENT EXPENDITURE**

Object Number	Description	Division						Department Total
		Administration 10-654000-	Facilities Maintenance 10-653000-	Maintenance Automotive 10-651000-	Maintenance Bus 10-652000-	Maintenance Safety 10-655000-	Maintenance Training 10-656000-	
REPAIRS & MAINTENANCE								
64610	Repairs & Maintenance - Building	-	1,417,003	-	-	-	-	1,417,003
64620	Repairs & Maintenance - Communication Equipment	-	-	-	95,000	-	-	95,000
64650	Repairs & Maintenance - General Equipment	-	14,221	45,890	56,500	-	-	116,611
64690	Warranty Credit	-	-	-	(25,000)	-	-	(25,000)
	SUBTOTAL	-	1,431,224	45,890	126,500	-	-	1,603,614
RENTALS								
64720	Buildings	-	4,080	-	-	-	-	4,080
64730	Equipment	-	6,897	-	-	-	-	6,897
64790	Other	-	26,826	-	-	-	-	26,826
	SUBTOTAL	-	37,803	-	-	-	-	37,803
OTHER								
64910	Association Dues	1,195	850	-	-	190	-	2,235
64970	Other Contract Services	-	-	-	10,000	-	-	10,000
64990	Other Miscellaneous Expenses	2,879	-	-	-	4,250	2,100	9,229
	SUBTOTAL	4,074	850	-	10,000	4,440	2,100	21,464
TOTAL OPERATIONS		\$ 323,624	\$ 4,630,030	\$ 3,222,171	\$ 14,740,991	\$ 190,857	\$ 132,862	\$ 23,240,535
	FTE's	3.0	34.0	31.0	93.0	1.0	1.0	163.0
	Positions	3.0	34.0	31.0	93.0	1.0	1.0	163.0



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Maintenance**  
**Division: Administration**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 399,856	\$ 275,748	Salary/wages and benefits for Vice President Maintenance, Executive Assistant, and Information System Specialist. The decrease is a result of transition of Vice President Maintenance retirement.
Supplies	2,870	3,475	Books and periodicals (\$250), office supplies (\$2,225), and maintenance systems supplies (\$1,000).
Services	17,620	40,327	Professional services (\$5,000), postage (\$550), travel (\$34,427), and printing and binding (\$350).
Other	4,195	4,074	Association dues (\$1,195) and team building activities (\$2,879).
<b>TOTAL OPERATIONS</b>	<b>\$ 424,541</b>	<b>\$ 323,624</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Maintenance**  
*Division: Administration*

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
VP Maintenance	1.8	2.0	1.0	1.0	\$ 109,990	\$ 19,616	\$ 129,606
Executive Assistant	1.0	1.0	1.0	1.0	55,307	14,524	69,831
Information Systems Specialist	1.0	1.0	1.0	1.0	61,235	15,076	76,311
<b>TOTAL</b>	<b>3.8</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>\$ 226,532</b>	<b>\$ 49,216</b>	<b>\$ 275,748</b>





**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Maintenance**  
**Division: Facilities Maintenance**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 1,593,046	\$ 1,940,954	Salary/wages and benefits for Maintenance Manager, Assistant Maintenance Manager, Facilities Project Coordinator, Division Assistant, Lead Maintenance Mechanics, Maintenance Mechanics, Facilities Custodians II, and Facilities Custodians I. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	316,384	361,168	Books and periodicals (\$1,504), office supplies (\$640), restroom and general cleaning supplies (\$61,582), small tools and equipment (\$30,321), snow supplies (\$3,797), and repair and maintenance supplies (\$263,324).
Services	16,880	3,000	Professional engineering support services (\$3,000).
Utilities	771,486	855,032	Gas for heating (\$84,976), electricity (\$598,422), water, sewer and storm water (\$90,400), and garbage (\$81,234).
Repairs and Maintenance	1,155,641	1,431,224	Repair and maintenance-buildings (\$1,417,003) and repair and maintenance-general equipment (\$14,221).
Rentals	79,549	37,803	Building rentals (\$4,080), equipment rentals (\$6,897), and other rentals (\$26,826).
Other	850	850	Association dues (\$850).
<b>TOTAL OPERATIONS</b>	<b>\$ 3,933,836</b>	<b>\$ 4,630,031</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Maintenance**  
**Division: Facilities Maintenance**

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Maintenance Manager	1.0	1.0	1.0	1.0	\$ 90,896	\$ 17,838	\$ 108,734
Assistant Maintenance Manager	1.0	1.0	1.0	1.0	66,810	15,595	82,405
Facilities Project Coordinator	0.0	0.0	1.0	1.0	56,826	14,666	71,492
Division Assistant	1.0	1.0	1.0	1.0	41,038	13,195	54,233
Lead Maintenance Mechanic	2.0	2.0	2.0	2.0	111,779	26,921	138,700
Maintenance Mechanic	7.5	8.0	8.0	8.0	395,533	103,913	499,446
Facilities Custodian II	11.0	11.0	11.0	11.0	398,341	132,241	530,582
Facilities Custodian I	8.0	8.0	9.0	9.0	277,618	104,665	382,283
SUBTOTAL	31.5	32.0	34.0	34.0	1,438,841	429,034	1,867,875
Safety and Attendance					12,000	577	12,577
Certification Pay					2,080	100	2,180
Shift Differential					3,031	146	3,177
Overtime					23,565	1,134	24,699
Retirement Expense					14,700	707	15,407
Uniforms					-	13,888	13,888
Tool Allowance					-	1,150	1,150
<b>TOTAL</b>	<b>31.5</b>	<b>32.0</b>	<b>34.0</b>	<b>34.0</b>	<b>\$ 1,494,217</b>	<b>\$ 446,736</b>	<b>\$ 1,940,953</b>



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Maintenance**  
**Division: Maintenance Automotive**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 1,598,832	\$ 1,967,137	Salary/wages and benefits for Maintenance Manager, Assistant Maintenance Manager, Division Assistant, Lead Maintenance Mechanic, Vehicle Custodians, Automotive Technicians, and Service Station Attendants. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	946,568	1,209,144	Books and periodicals (\$300), office supplies (\$570), unleaded fuel (\$781,252), CNG fuel (\$2,188), diesel fuel (\$12,041), lubricants and oils (\$20,306), tires (\$58,104), cleaning and miscellaneous supplies (\$12,182), small tools and equipment (\$11,430), and repair and maintenance supplies (\$310,771).
Repairs & Maintenance	68,006	45,890	Repair and maintenance-general equipment (\$45,890).
<b>TOTAL OPERATIONS</b>	<b>\$ 2,613,406</b>	<b>\$ 3,222,171</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Maintenance**  
**Division: Maintenance Automotive**

Position Title	2005 Budget		2006 Budget		Salaries	2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Maintenance Manager	1.0	1.0	1.0	1.0	\$ 95,992	\$ 18,313	\$	114,305
Assistant Maintenance Manager	1.0	1.0	1.0	1.0	77,334	16,575		93,909
Division Assistant	0.0	0.0	1.0	1.0	41,267	13,217		54,484
Lead Maintenance Mechanic	1.0	1.0	1.0	1.0	58,531	13,654		72,185
Vehicle Custodian	3.0	3.0	3.0	3.0	107,952	36,015		143,967
Automotive Technician	6.0	6.0	7.0	7.0	381,035	93,479		474,514
Service Station Attendant	16.0	16.0	17.0	17.0	683,862	209,362		893,224
SUBTOTAL	28.0	28.0	31.0	31.0	1,445,973	400,615		1,846,588
Safety & Attendance					18,000	866		18,866
Certification Pay					12,480	601		13,081
Shift Differential					13,208	636		13,844
Overtime					62,000	2,983		64,983
Tool Allowance					-	1,800		1,800
Uniforms					-	7,975		7,975
<b>TOTAL</b>	<b>28.0</b>	<b>28.0</b>	<b>31.0</b>	<b>31.0</b>	<b>\$ 1,551,661</b>	<b>\$ 415,476</b>	<b>\$</b>	<b>1,967,137</b>



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Maintenance**  
**Division: Maintenance Bus**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 5,479,311	\$ 6,241,531	Salary/wages and benefits for Maintenance Manager, Assistant Maintenance Managers, Maintenance Technical Coordinator, Division Assistant, Lead Mechanics, Journey Level Mechanics, Machinist, Mechanics I, Equipment Body Repairers, Service Station Attendants, Vehicle Custodians, Data Specialist, Apprentices, Upholsterers, and Laborers. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	8,251,896	8,321,960	Books and periodicals (\$100), CNG fuel (\$3,259,065), diesel fuel (\$1,395,113), lubricants and oils (\$150,000), tires and tubes (\$494,039), general operating supplies (\$133,650), small tools and equipment (\$62,316), and general repair and maintenance supplies (\$2,827,677).
Services	82,457	41,000	Oil, coolant and fuel sampling (\$41,000).
Repairs and Maintenance	126,898	126,500	Repair and maintenance of communication equipment (\$95,000), repair and maintenance general equipment (\$56,500), and warranty credit (-\$25,000).
Other	14,594	10,000	Temporary laborers (\$10,000).
<b>TOTAL OPERATIONS</b>	<b>\$ 13,955,156</b>	<b>\$ 14,740,991</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Maintenance**

**Division: Maintenance Bus**

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Maintenance Manager	1.0	1.0	1.0	1.0	\$ 95,430	\$ 18,260	\$ 113,690
Assistant Maintenance Manager	2.0	2.0	3.0	3.0	226,512	49,215	275,727
Maintenance Technical Coordinator	1.0	1.0	1.0	1.0	71,614	16,043	87,657
Division Assistant	1.0	1.0	1.0	1.0	41,267	13,217	54,484
Lead Mechanic	4.0	4.0	3.0	3.0	181,834	41,418	223,252
Journey Level Mechanic	42.0	42.0	43.0	43.0	2,335,278	573,838	2,909,116
Machinist	1.0	1.0	1.0	1.0	54,434	13,354	67,788
Mechanic I	1.0	1.0	4.0	4.0	171,309	50,022	221,331
Equipment Body Repairer	6.8	7.0	7.0	7.0	379,288	93,352	472,640
Service Station Attendant	7.0	7.0	3.0	3.0	118,997	36,823	155,820
Vehicle Custodian	10.0	10.0	10.0	10.0	340,288	118,622	458,910
Administrative Specialist I	1.0	1.0	0.0	0.0	-	-	-
Data Specialist	1.0	1.0	1.0	1.0	41,059	12,376	53,435
Apprentice	4.0	4.0	4.0	4.0	172,058	50,077	222,135
Upholsterer	3.0	3.0	3.0	3.0	148,574	38,986	187,560
Laborer	8.0	8.0	8.0	8.0	247,270	93,072	340,342
SUBTOTAL	93.8	94.0	93.0	93.0	4,625,212	1,218,675	5,843,887
Safety & Attendance					61,900	2,979	64,879
Certification Pay					112,320	5,405	117,725
Longevity					8,214	395	8,609
Shift Differential					26,520	1,276	27,796
Overtime					128,088	6,164	134,252
Tool Allowance					-	13,513	13,513
Uniforms					-	30,870	30,870
<b>TOTAL</b>	<b>93.8</b>	<b>94.0</b>	<b>93.0</b>	<b>93.0</b>	<b>\$ 4,962,254</b>	<b>\$ 1,279,277</b>	<b>\$ 6,241,531</b>



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Maintenance**  
***Division: Maintenance Safety***

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 68,513	\$ 70,718	Salary/wages and benefits for Maintenance Safety Coordinator. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	37,239	37,939	Books and periodicals (\$1,100), supplies (\$500), general operating supplies (\$35,839), and snow supplies (\$500).
Services	55,536	77,760	Professional services (\$77,760).
Other	3,440	4,440	Association dues (\$190) and safety and attendance award plaques and incentives for safety performance (\$4,250).
<b>TOTAL OPERATIONS</b>	<b>\$ 164,728</b>	<b>\$ 190,857</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Maintenance**  
*Division: Maintenance Safety*

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Safety Coordinator	1.0	1.0	1.0	1.0	\$ 56,118	\$ 14,600	\$ 70,718
<b>TOTAL</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 56,118</b>	<b>\$ 14,600</b>	<b>\$ 70,718</b>





**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Maintenance**  
***Division: Maintenance Training***

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 82,745	\$ 87,657	Salary/wages and benefits for Maintenance Training Coordinator. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	2,900	2,900	Books and periodicals (\$150), office supplies (\$250), and small tools and equipment (\$2,500).
Services	30,000	40,205	Training (\$40,205).
Other	2,400	2,100	ASE certification (\$500), roadeo expenses (\$300), Ramsey tests and materials (\$1,000), and electrical exam facilities (\$300).
<b>TOTAL OPERATIONS</b>	<b>\$ 118,045</b>	<b>\$ 132,862</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Maintenance**  
*Division: Maintenance Training*

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Training Coordinator	1.0	1.0	1.0	1.0	\$ 71,614	\$ 16,043	\$ 87,657
<b>TOTAL</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 71,614</b>	<b>\$ 16,043</b>	<b>\$ 87,657</b>



## Communications System Improvements

A reliable communication system is critical to the safety and efficiency of Pierce Transit routine operations. With more than 44,000 rides provided each weekday, and more than a million miles traveled each month, it is inevitable that emergencies will occur that require immediate and reliable radio communication.

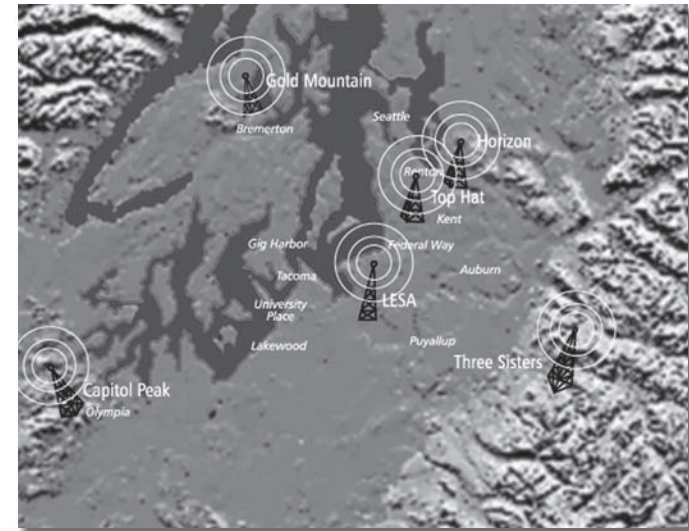
The existing radio system has served the agency well for more than 15 years. However, it does not provide the radio coverage necessary for daily operation or the ability to support plans for future service area expansion. A new communication system is proposed.

The proposed state-of-the-art mobile communication system will result in reliable voice and data communication throughout the entire service area. It will also support planned service growth as outlined in the Pierce Transit Strategic Business Plan and will improve the safety and security of coach operators and our customers while helping to increase productivity in operations, customer services, and service planning.

Included in this upgrade is new communication center equipment and disaster backup communication center equipment, automatic vehicle locators, and other in-vehicle systems such as automatic passenger counters. In addition to replacing the radio system, Pierce Transit plans to upgrade the system to include Computer Aided Dispatch and Automatic Vehicle Location.

The radio system will be implemented in conjunction with a new fully-integrated in-vehicle Intelligent Transportation System with on-board and external passenger information systems such as automated stop enunciators and next-bus arrival systems.

The project advances regional integration with other transit agencies as well Pierce County public safety and emergency services, and will provide the groundwork for future security enhancements including on-board security cameras and state-of-the-art systems for monitoring regional traffic and emergency conditions.





**2006 BUDGET  
TECHNOLOGY & TRANSIT DEVELOPMENT DEPARTMENT  
TABLE OF CONTENTS**

*Section Contents*

**Department Overview**

- *Department Description*
  - Organization Chart*
  - Division Description*
- *Department Expenditure Summary*
  - Expenditures by description for:*
    - 2004 Actual*
    - 2005 Amended Budget*
    - 2005 Year-End Estimate*
    - 2006 Budget*
    - % Change 2006 Budget to 2005 YE EST*
    - % Change 2006 Budget to 2005 Budget*
- *Technology & Transit Development*
  - Department Expenditure*
  - Divisional Detail by Object Number*

**Divisional Detail**

- *Narrative*
  - Expenditures by Object Description*
  - 2005 Year-End Estimate*
  - 2006 Budget*
  - Description*
- *Personnel Summary*
  - Position Title*
  - 2005 Budget FTEs and Positions*
  - 2006 Budget FTEs and Positions*
  - 2006 Budget Salaries, Benefits, and Total*

**Department Overview**

Department Description .....	183
Organization Chart .....	183
Department Expenditure Summary .....	187
Technology & Transit Development Department Expenditure.....	188

**Divisional Detail**

Administration	
Narrative .....	190
Personnel Summary .....	191
Bus Stop Program	
Narrative .....	192
Personnel Summary .....	193
Capital & Grants Administration	
Narrative .....	194
Personnel Summary .....	195
Capital Development & Construction Projects	
Narrative .....	196
Personnel Summary .....	197
Community Services - Combined Divisions	
Division Expenditure .....	199
Community Services - ADA	
Narrative .....	200
Personnel Summary .....	201
Community Services - CTR	
Narrative .....	202
Personnel Summary .....	203
Community Services – VP	
Narrative .....	204
Personnel Summary .....	205



**2006 BUDGET  
TECHNOLOGY & TRANSIT DEVELOPMENT DEPARTMENT  
TABLE OF CONTENTS**

	Page
Information Systems	
Narrative .....	206
Personnel Summary .....	207
Marketing	
Narrative .....	208
Personnel Summary .....	209
Operations Planning	
Narrative .....	210
Personnel Summary .....	211
Project Management	
Narrative .....	212
Personnel Summary .....	213



### In Brief:

The overall goal of the Technology & 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. The department is lead by Vice President Susan Lang and is comprised of 80 positions in nine divisions:

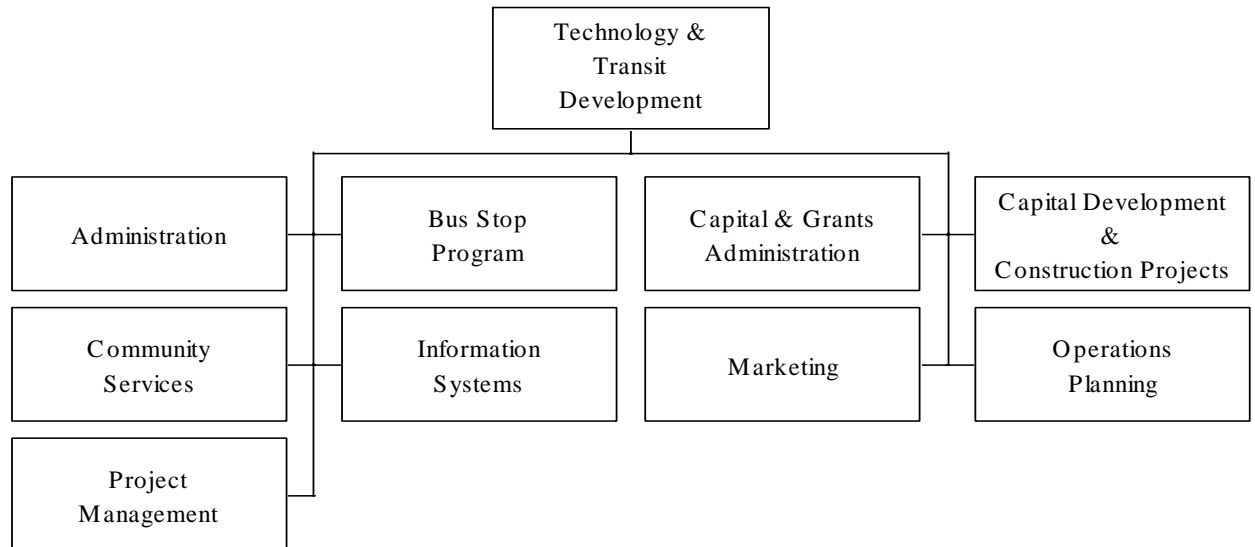
Administration  
Bus Stop Program  
Capital & Grants Administration  
Capital Development & Construction Projects  
Community Services  
Information Systems  
Marketing  
Operations Planning  
Project Management

The divisions have a specific area of responsibility toward accomplishing the goals.

## 2006 BUDGET DEPARTMENT DESCRIPTION TECHNOLOGY & TRANSIT DEVELOPMENT

### Overview:

The Technology & Transit Development Department consists of the following:



**Administration** This division oversees and directs the activities of the divisions in the department that provide essential support to other departments in the Agency and direct commute services and traveler information to employers and customers.

**Bus Stop Program** This division prioritizes and oversees installation of passenger amenities such as benches, shelters, trashcans, and blinky lights. They are 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. They are involved in the review process for new and redevelopment of land, and make recommendations on appropriate transit mitigation. This includes coordination with local, state, regional, and federal jurisdictions on development issues beneficial to public transportation.



**2006 BUDGET  
DEPARTMENT DESCRIPTION  
TECHNOLOGY & TRANSIT DEVELOPMENT**

**Capital & Grants Administration** This division manages the Agency's strategic planning, capital budget, and acquisition of state and federal capital grants. The division coordinates with local, state, regional, and federal jurisdictions on transportation issues and funding.

**Capital Development & Construction Projects** This division manages the design, development, and construction of capital facilities and long term service improvement projects. This division includes coordination 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.

**Community Services** This division provides ridematching services, vanpool services, employer and transit demand management services, regional services, Americans with Disabilities Act (ADA) coordination, and ADA eligibility certification for Specialized Transportation (SHUTTLE). These services complement our fixed route and SHUTTLE services with commuting options, especially for long-distance commuters. The division maintains contact with federal, national, state, and local agencies for improvements and coordination.

**Information Systems** This division is responsible for technology and information systems throughout the Agency. Information Systems staff is responsible for the Agency network, information systems, printers, and desktop computers. They support over 200 agency computer users 24 hours a day, 7 days a week. The division also coordinates computer software, project management, and basic and advanced technical training opportunities for the Agency.





**2006 BUDGET  
DEPARTMENT DESCRIPTION  
TECHNOLOGY & TRANSIT DEVELOPMENT**

**Marketing** This division supports the entire 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, Marketing provides communications, consultations, and support to all divisions of Pierce Transit as they communicate within the Agency and to their specific audiences. The division is responsible for providing graphic services, developing and implementing the marketing program and market research. Customer service functions in the division include telephone operators, pass sales, the Bus Shop outlets that sell passes and provide schedule information, travel training services, and assistance to banks, retail outlets, and employers who sell passes and accept pass by mail sales.

**Operations Planning** This division takes the lead in activities intended to make public transportation more available, to make it a more viable alternative for new customers, and to continue serving our current customers. This function is accomplished through implementation of system development plans, by improving cost effectiveness of services, by giving priority to safe operations, timeliness and customer convenience, by 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. The division coordinates transit service planning, Sound Transit service development, statistical analysis, route planning, route schedules, and coach operator work assignments.

**Project Management** Information Technology Project Managers support the entire Agency by ensuring the day-to-day management and successful completion of major technology projects. These currently include the Mobile Communications Project, the Regional Fare Coordination Project (Smart Card), and a new system to manage our ADA paratransit and Bus PLUS service (Adept).

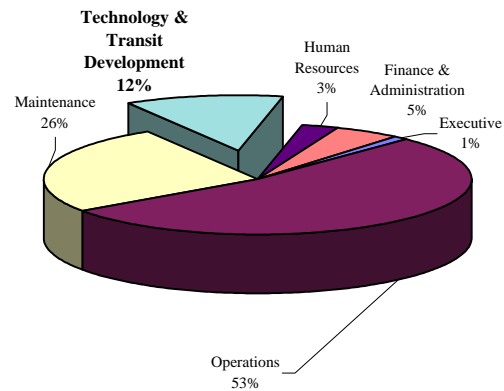




**2006 OPERATING BUDGET  
DEPARTMENT EXPENDITURE SUMMARY**

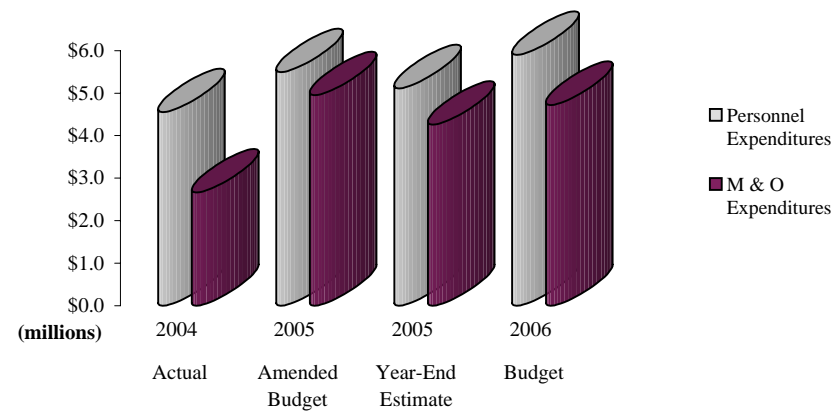
**DEPARTMENT: TECHNOLOGY & TRANSIT DEVELOPMENT**

**Operating Budget by Department**



Description	2004 Actual	2005 Amended Budget	2005 Year-End Estimate	2006 Budget	% Change 2006 Budget to 2005 YE EST.	% Change 2006 Budget to 2005 Budget
Personnel						
Wages	\$ 3,773,978	\$ 4,351,846	\$ 4,202,868	\$ 4,726,176	12.5%	8.6%
Benefits	777,013	1,140,214	910,253	1,171,821	28.7%	2.8%
Personnel	4,550,991	5,492,060	5,113,121	5,897,997	15.4%	7.4%
Maintenance and Operations						
Supplies	860,737	1,001,632	1,002,546	1,154,967	15.2%	15.3%
Services	1,136,523	1,859,286	1,492,572	1,593,374	6.8%	-14.3%
Repairs and Maintenance	6,453	9,250	8,000	14,450	80.6%	56.2%
Other	658,799	2,081,738	1,754,776	1,958,850	11.6%	-5.9%
Maintenance & Operations	2,660,432	4,951,906	4,257,894	4,721,641	10.9%	-4.7%
Total	\$ 7,211,423	\$ 10,443,966	\$ 9,371,015	\$ 10,619,638	13.3%	1.7%
FTE'S	62.0	75.5	75.5	76.5	1.4%	1.4%
Positions	65.0	78.0	78.0	80.0	2.6%	2.6%

**Expenditure Summary**





**2006 OPERATING BUDGET  
TECHNOLOGY & TRANSIT DEVELOPMENT DEPARTMENT EXPENDITURE**

Object Number	Description	Division										Department Total									
		Administration	Bus Stop Program	Capital & Grants Administration	Capital Development & Construction Projects	Community Services	Information Systems	Marketing	Operations Planning	Project Management											
		10-431000-	10-412000-	10-421000-	10-411000-	10-46X000- *	10-262000-	10-441000-	10-451000-	10-263000-											
PERSONNEL																					
61100	Salaries	\$	168,397	\$	187,783	\$	141,497	\$	376,532	\$	916,145	\$	689,103	\$	1,171,614	\$	697,048	\$	155,667	\$	4,503,786
61160	Safety & Attendance		-		-		-		-		-		-		3,000		1,000		-		4,000
61190	Contract Salaries		-		-		-		-		15,600		18,500		12,000		35,000		94,300		175,400
61200	Overtime		-		-		-		-		13,490		8,000		20,000		1,500		-		42,990
62500	Benefits		34,429		54,061		31,924		91,308		236,693		159,183		351,110		165,957		47,156		1,171,821
62900	Uniforms		-		-		-		-		-		-		-		-		-		-
SUBTOTAL			202,826		241,844		173,421		467,840		1,181,928		874,786		1,557,724		900,505		297,123		5,897,997
SUPPLIES																					
63110	Books & Periodicals		200		200		60		900		1,725		650		670		200		579		5,184
63120	Office Supplies		50		450		-		2,000		-		400		-		960		-		3,860
63230	Fuel - Unleaded		-		-		-		-		755,222		-		-		-		-		755,222
63290	General Operating Supplies		-		3,800		100		4,000		5,119		224,080		13,700		-		50		250,849
63310	Small Tools & Equipment		-		-		-		-		-		139,452		-		-		-		139,452
63390	General Repair & Maint. Supplies		-		-		-		-		-		400		-		-		-		400
SUBTOTAL			250		4,450		160		6,900		762,066		364,982		14,370		1,160		629		1,154,967



**2006 OPERATING BUDGET  
TECHNOLOGY & TRANSIT DEVELOPMENT DEPARTMENT EXPENDITURE**

		Division									
		Administration	Bus Stop Program	Capital & Grants Administration	Capital Development & Construction Projects	Community Services	Information Systems	Marketing	Operations Planning	Project Management	
Object Number	Description	10-431000-	10-412000-	10-421000-	10-411000-	10-46X000- *	10-262000-	10-441000-	10-451000-	10-263000-	Department Total
SERVICES											
64110	Professional Services	-	48,175	-	25,000	30,000	129,250	165,300	50,800	-	448,525
64130	Training	2,670	1,500	-	1,700	1,500	28,500	8,200	4,700	8,500	57,270
64160	Publicity & Public Relations	-	-	-	-	110,429	-	891,035	-	-	1,001,464
64210	Postage	-	1,900	-	650	-	300	5,400	100	-	8,350
64330	Travel & Subsistence	5,005	1,230	3,235	14,020	4,750	9,750	9,400	5,200	1,700	54,290
64350	Printing & Binding	-	100	-	300	16,725	-	6,350	-	-	23,475
SUBTOTAL		7,675	52,905	3,235	41,670	163,404	167,800	1,085,685	60,800	10,200	1,593,374
REPAIRS & MAINTENANCE											
64650	Repairs & Maintenance - General Equipment	-	-	-	-	-	12,200	2,250	-	-	14,450
SUBTOTAL		-	-	-	-	-	12,200	2,250	-	-	14,450
OTHER											
64910	Association Dues	260	50	-	1,150	650	-	-	1,500	-	3,610
64970	Other Contract Services	-	-	-	-	80,600	524,406	-	-	-	605,006
64990	Other Miscellaneous Expenses	500	100	-	300	73,295	500	-	300,000	-	374,695
66300	Other Structures & Improvements	-	243,000	-	-	-	-	-	-	-	243,000
66400	Machinery, Equipment, & Furniture	-	732,539	-	-	-	-	-	-	-	732,539
SUBTOTAL		760	975,689	-	1,450	154,545	524,906	-	301,500	-	1,958,850
TOTAL OPERATIONS		\$ 211,511	\$ 1,274,888	\$ 176,816	\$ 517,860	\$ 2,261,943	\$ 1,944,674	\$ 2,660,029	\$ 1,263,965	\$ 307,952	\$ 10,619,638
FTE's		2.0	4.0	1.8	5.5	16.0	9.5	24.8	11.0	2.0	76.5
Positions		2.0	4.0	2.0	6.0	16.0	10.0	27.0	11.0	2.0	80.0

\* X in account number indicates division has multiple account numbers.



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Technology & Transit Development**  
*Division: Administration*

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 189,758	\$ 202,826	Salary/wages and benefits for Vice President Technology & Transit Development and Executive Assistant. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	200	250	Books and periodicals (\$200) and office supplies (\$50).
Services	6,800	7,675	Travel (\$5,005) and training (\$2,670).
Other	1,905	760	Association dues (\$260) and miscellaneous (\$500).
<b>TOTAL OPERATIONS</b>	<b>\$ 198,663</b>	<b>\$ 211,511</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Technology & Transit Development**  
*Division: Administration*

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
VP Technology & Transit Development	1.0	1.0	1.0	1.0	\$ 127,317	\$ 21,230	\$ 148,547
Executive Assistant	1.0	1.0	1.0	1.0	41,080	13,199	54,279
<b>TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 168,397</b>	<b>\$ 34,429</b>	<b>\$ 202,826</b>



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Technology & Transit Development**  
**Division: Bus Stop Program**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 211,187	\$ 241,844	Salary/wages and benefits for Planner II, Planner I, Planning Assistant, and Planning Intern. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	4,050	4,450	Books and periodicals (\$200), office supplies, project binders (\$450), and general operating supplies (\$3,800).
Services	46,175	52,905	Professional services for design and survey (\$48,175), postage (\$1,900), printing and binding (\$100), travel (\$1,230), and training (\$1,500).
Other	632,655	975,689	Association dues (\$50), miscellaneous (\$100), other structures and improvements (\$243,000), and machinery, equipment and furniture (\$732,539).
<b>TOTAL OPERATIONS</b>	<b>\$ 894,067</b>	<b>\$ 1,274,888</b>	





**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Technology & Transit Development**  
**Division: Bus Stop Program**

Position Title	2005 Budget		2006 Budget		2006 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Planner II *	1.0	1.0	1.0	1.0	54,538	14,453	68,991
Planner I *	1.0	1.0	1.0	1.0	44,658	13,533	58,191
Planning Assistant *	1.0	1.0	1.0	1.0	42,494	13,331	55,825
Intern, Planning *	1.0	1.0	1.0	1.0	46,093	12,744	58,837
<b>TOTAL</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>\$ 187,783</b>	<b>\$ 54,061</b>	<b>\$ 241,844</b>

\* Positions transferred from Capital Development & Constructions Projects Division.



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Technology & Transit Development**  
**Division: Capital & Grants Administration**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 95,149	\$ 173,421	Salary/wages and benefits for Capital Budget and Grants Manager and Principal Planner. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	100	160	Books and periodicals (\$60), and general operating supplies (\$100).
Services	1,905	3,235	Travel (\$3,235).
<b>TOTAL OPERATIONS</b>	<b>\$ 97,154</b>	<b>\$ 176,816</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Technology & Transit Development**  
**Division: Capital & Grants Administration**

<b>Position Title</b>	<b>2005 Budget</b>		<b>2006 Budget</b>		<b>2006 Budget</b>		
	<b>FTEs</b>	<b>Positions</b>	<b>FTEs</b>	<b>Positions</b>	<b>Salaries</b>	<b>Benefits</b>	<b>TOTAL</b>
Capital Budget & Grants Manager	1.0	1.0	1.0	1.0	81,827	16,994	98,821
Principal Planner *	0.0	0.0	0.8	1.0	59,670	14,930	74,600
<b>TOTAL</b>	<b>1.0</b>	<b>1.0</b>	<b>1.8</b>	<b>2.0</b>	<b>\$ 141,497</b>	<b>\$ 31,924</b>	<b>\$ 173,421</b>

\* 2006 position transferred from Operations Planning division.



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Technology & Transit Development**  
**Division: Capital Development & Construction Projects**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 456,894	\$ 467,840	Salary/wages and benefits for Construction Projects Manager, Constructions Projects Supervisor, Principal Planner, Senior Planners, and Project Assistant. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	5,900	6,900	Books and periodicals (\$900), office supplies, project binders (\$2,000), and general operating supplies (\$4,000).
Services	36,850	41,670	Professional services for design and survey (\$25,000), postage (\$650), printing and binding (\$300), travel (\$14,020), and training (\$1,700).
Other	1,700	1,450	Association dues (\$1,150) and miscellaneous expenses (\$300).
<b>TOTAL OPERATIONS</b>	<b>\$ 501,344</b>	<b>\$ 517,860</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Technology & Transit Development**  
*Division: Capital Development & Construction Projects*

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Construction Projects Manager	1.0	1.0	1.0	1.0	\$ 84,157	\$ 17,211	\$ 101,368
Construction Projects Supervisor	1.0	1.0	1.0	1.0	71,614	16,043	87,657
Principal Planner	1.0	1.0	1.0	1.0	79,560	16,783	96,343
Senior Planner	1.0	1.0	1.5	2.0	105,238	28,548	133,786
Project Assistant	1.0	1.0	1.0	1.0	35,963	12,723	48,686
<b>TOTAL</b>	<b>5.0</b>	<b>5.0</b>	<b>5.5</b>	<b>6.0</b>	<b>\$ 376,532</b>	<b>\$ 91,308</b>	<b>\$ 467,840</b>





**2006 OPERATING BUDGET  
DIVISION EXPENDITURE  
COMMUNITY SERVICES - COMBINED**

Object Number	Description	Community Services			Combined Total
		ADA 10-461000-	CTR 10-462000-	Vanpool 10-463000-	
PERSONNEL					
61100	Salaries	\$ 173,150	\$ 181,743	\$ 561,252	\$ 916,145
61190	Contract Salaries	-	-	15,600	15,600
61200	Overtime	4,442	-	9,048	13,490
62500	Benefits	44,459	45,045	147,189	236,693
	SUBTOTAL	222,051	226,788	733,089	1,181,928
SUPPLIES					
63110	Books & Periodicals	1,475	50	200	1,725
63230	Fuel - Unleaded	-	-	755,222	755,222
63290	General Operating Supplies	2,600	500	2,019	5,119
	SUBTOTAL	4,075	550	757,441	762,066
SERVICES					
64110	Professional Services	30,000	-	-	30,000
64130	Training	300	300	900	1,500
64160	Publicity & Public Relations	-	110,429	-	110,429
64330	Travel & Subsistence	800	2,900	1,050	4,750
64350	Printing & Binding	2,875	7,750	6,100	16,725
	SUBTOTAL	33,975	121,379	8,050	163,404
OTHER					
64910	Association Dues	-	650	-	650
64970	Other Contract Services	-	10,600	70,000	80,600
64990	Other Miscellaneous Expenses	-	-	73,295	73,295
	SUBTOTAL	-	11,250	143,295	154,545
TOTAL OPERATIONS		\$ 260,101	\$ 359,967	\$ 1,641,875	\$ 2,261,943



**2006 OPEARTING BUDGET  
NARRATIVE**

**Department: Technology & Transit Development**  
**Division: Community Services - ADA**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 169,287	\$ 222,051	Salary/wages and benefits for Community Services Manager, Community Services Assistant Manager, ADA Eligibility Coordinator, and ADA Eligibility Assistants. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	5,097	4,075	Books and periodicals (\$1,475) and general operating supplies (\$2,600).
Services	36,137	33,975	Professional services for third party eligibility assessments (\$17,000), appeals (\$13,000), printing and binding (\$2,875), travel (\$800), and training (\$300).
<b>TOTAL OPERATIONS</b>	<b>\$ 210,521</b>	<b>\$ 260,101</b>	





**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Technology & Transit Development**  
**Division: Community Services - ADA**

Position Title	2005 Budget		2006 Budget		2006 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Community Services Manager *	0.2	0.0	0.2	0.0	\$ 18,558	\$ 1,728	\$ 20,286
Community Services Assistant Manager *	0.1	0.0	0.1	0.0	7,016	653	7,669
ADA Eligibility Coordinator	1.0	1.0	1.0	1.0	68,203	15,725	83,928
ADA Eligibility Assistant	2.0	2.0	2.0	2.0	79,373	26,139	105,512
SUBTOTAL	3.3	3.0	3.3	3.0	173,150	44,245	217,395
Overtime					4,442	214	4,656
<b>TOTAL</b>	<b>3.3</b>	<b>3.0</b>	<b>3.3</b>	<b>3.0</b>	<b>\$ 177,592</b>	<b>\$ 44,459</b>	<b>\$ 222,051</b>

\* Position is carried in Community Services Vanpool



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Technology & Transit Development**  
**Division: Community Services - CTR**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 148,359	\$ 226,788	Salary/wages and benefits for Community Services Manager, Community Services Assistant Manager, Employer Services Coordinator, Employer Program Specialist, and Rideshare Specialist. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	610	550	Books and periodicals (\$50) and general operating supplies (\$500).
Services	120,020	121,379	Employer promotions (\$2,000), agency promotional items (\$2,500), Smart Moves campaign (\$1,500), Rideshare Week campaign (\$1,500), preferential parking signs (\$400), commuter information centers (\$2,000), miscellaneous expenses (\$400), ETC relax rewards (\$11,000), CTR grant (\$39,129), Jobs Access employer grant (\$50,000), printing expenses (\$7,750), travel (\$2,900), and training (\$300).
Other	24,349	11,250	Association dues (\$650), regional ridematch computer (\$10,400), and emergency ride home program (\$200).
<b>TOTAL OPERATIONS</b>	<b>\$ 293,338</b>	<b>\$ 359,967</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Technology & Transit Development**  
**Division: Community Services - CTR**

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Community Services Manager *	0.3	0.0	0.3	0.0	\$ 27,837	\$ 2,592	\$ 30,429
Community Services Assistant Manager *	0.1	0.0	0.1	0.0	7,016	653	7,669
Employer Services Coordinator	1.0	1.0	1.0	1.0	66,310	15,549	81,859
Employer Program Specialist	1.0	1.0	1.0	1.0	38,834	12,990	51,824
Rideshare Specialist	1.0	1.0	1.0	1.0	41,746	13,261	55,007
<b>TOTAL</b>	<b>3.4</b>	<b>3.0</b>	<b>3.4</b>	<b>3.0</b>	<b>\$ 181,743</b>	<b>\$ 45,045</b>	<b>\$ 226,788</b>

\* Position is carried in Community Services Vanpool



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Technology & Transit Development**  
**Division: Community Services - VP**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 741,521	\$ 733,089	Salary/wages and benefits for Community Services Manager, Community Services Assistant Manager, Vanpool Coordinators, Rideshare Specialists, and Contract Rideshare Specialist. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	631,600	757,441	Books and periodicals (\$200), unleaded fuel (\$755,222), and general operating supplies (\$2,019).
Services	7,750	8,050	Printing and binding (\$6,100), travel (\$1,050), and training (\$900).
Other	141,730	143,295	Miscellaneous vanpool expenses (\$38,000), MVRs (\$10,000), credit reports (\$575), background checks (\$350), film development (\$250), miscellaneous supplies (\$100), participant appreciation (\$4,020), formation incentives (\$20,000), and Jobs Access van project grant (\$70,000).
<b>TOTAL OPERATIONS</b>	<b>\$ 1,522,601</b>	<b>\$ 1,641,875</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Technology & Transit Development**  
**Division: Community Services - VP**

Position Title	2005 Budget		2006 Budget		2006 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Community Services Manager *	0.5	1.0	0.5	1.0	\$ 46,394	\$ 13,694	\$ 60,088
Community Services Assistant Manager *	0.8	1.0	0.8	1.0	52,619	14,274	66,893
Vanpool Coordinator	7.0	7.0	7.0	7.0	420,493	104,774	525,267
Rideshare Specialist	1.0	1.0	1.0	1.0	41,746	13,261	55,007
SUBTOTAL	9.3	10.0	9.3	10.0	561,252	146,003	707,255
Overtime					9,048	435	9,483
Contract Rideshare Specialist					15,600	751	16,351
<b>TOTAL</b>	<b>9.3</b>	<b>10.0</b>	<b>9.3</b>	<b>10.0</b>	<b>\$ 585,900</b>	<b>\$ 147,189</b>	<b>\$ 733,089</b>

\* FTE is split to Community Services ADA and Community Services CTR.



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Technology & Transit Development**  
**Division: Information Systems**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 755,979	\$ 874,786	Salary/wages and benefits for Information Systems Manager, Senior Systems Analysts, Systems Analyst, Network Administrator, Information Systems Specialists, Systems Intern, and Work Study. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	337,852	364,982	Books and periodicals (\$650), office supplies (\$400), general operating supplies including PC components, paper, back-up tapes/CDs, networking hardware (\$224,080), small tools and equipment including new software and upgrades, printers, and hardware (\$139,452), and repair and maintenance supplies (\$400).
Services	174,300	167,800	Technical support for the following systems: Network support (\$3,000), Oracle and Access (\$15,000), Giro scheduling (\$5,500), High Line PR/HR (\$15,000), Intranet development (\$25,000), Maintenance (\$30,000), Shuttle (\$15,000), and Finance (\$15,000). ITS America dues (\$1,200), Trapeze annual site visit (\$4,000), Infotech Internet advisory service (\$550), Agency computer training (\$6,000), I/S staff training (\$22,500), I/S staff travel (\$9,750), and postage (\$300).
Repairs and Maintenance	7,000	12,200	Contracted PC/MAC and printer repair services (\$10,500), script changes for check printing program (\$500), and Novell Network support (\$1,200).
Other	595,591	524,906	Systems support, licensing, upgrades, and maintenance contracts (\$524,406) and miscellaneous (\$500).
<b>TOTAL OPERATIONS</b>	<b>\$ 1,870,722</b>	<b>\$ 1,944,674</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Technology & Transit Development**  
**Division: Information Systems**

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Manager	1.0	1.0	1.0	1.0	\$ 97,427	\$ 18,446	\$ 115,873
Senior Systems Analysts	3.0	3.0	4.0	4.0	307,757	66,154	373,911
Systems Analyst	2.0	2.0	1.0	1.0	74,110	16,275	90,385
Network Administrator	1.0	1.0	1.0	1.0	71,614	16,043	87,657
Information Systems Specialist	2.0	2.0	2.0	2.0	108,701	28,870	137,571
Systems Intern	0.5	1.0	0.5	1.0	29,494	12,120	41,614
SUBTOTAL	9.5	10.0	9.5	10.0	689,103	157,908	847,011
Overtime					8,000	385	8,385
Work Study (2)					18,500	890	19,390
<b>TOTAL</b>	<b>9.5</b>	<b>10.0</b>	<b>9.5</b>	<b>10.0</b>	<b>\$ 715,603</b>	<b>\$ 159,183</b>	<b>\$ 874,786</b>



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Technology & Transit Development**  
**Division: Marketing**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 1,439,730	\$ 1,557,724	Salary/wages and benefits for Marketing Manager, Customer Services Assistant Manager, Marketing Design Specialists, Senior Marketing Design Specialist, Senior Marketing Specialist/Webmaster, Market Development Supervisor, Marketing Services Coordinator, Marketing Services Representatives, Travel Trainers, Lead Customer Services Representative, Customer Services Representatives II, Customer Services Representatives I, Contract Personnel, and Work Study. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	14,820	14,370	Books, periodicals and maps (\$670) and general office supplies (\$13,700).
Services	996,565	1,085,685	Professional services for promotional support (\$40,000), photography (\$4,000), research (\$70,000), travel training (\$31,000), armored transport (\$8,300), VISA/MC maintenance fees (\$11,000), and E-Commerce administration (\$1,000). Training (\$8,200), travel (\$9,400), postage (\$5,400), and printing and binding (\$6,350). Publicity for basic passenger information, promotions, special event support, and miscellaneous (\$891,035).
Repairs and Maintenance	1,000	2,250	General repair and maintenance for camera (\$600), HP 4000 plotter (\$900), and laminator (\$750).
<b>TOTAL OPERATIONS</b>	<b>\$ 2,452,115</b>	<b>\$ 2,660,029</b>	





**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Technology & Transit Development**  
**Division: Marketing**

Position Title	2005 Budget		2006 Budget		2006 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Marketing Manager	1.0	1.0	1.0	1.0	\$ 97,427	\$ 18,446	\$ 115,873
Customer Services Assistant Manager	1.0	1.0	1.0	1.0	71,614	16,043	87,657
Marketing Design Specialist	2.0	2.0	2.0	2.0	106,163	28,634	134,797
Senior Marketing Design Specialist	1.0	1.0	1.0	1.0	54,038	14,406	68,444
Senior Marketing Specialist / Webmaster	1.0	1.0	1.0	1.0	66,310	15,549	81,859
Market Development Supervisor	1.0	1.0	1.0	1.0	77,334	16,575	93,909
Marketing Services Coordinator	1.0	1.0	1.0	1.0	60,133	14,974	75,107
Marketing Services Representative	2.0	2.0	2.0	2.0	78,125	24,461	102,586
Travel Trainer	1.0	1.0	1.5	2.0	63,554	23,395	86,949
Lead Customer Services Representative	1.0	1.0	1.0	1.0	40,747	12,353	53,100
Customer Services Representatives II	9.8	10.0	10.8	12.0	406,374	142,202	548,576
Customer Services Representatives I	2.5	4.0	1.5	2.0	49,795	22,389	72,184
SUBTOTAL	24.3	26.0	24.8	27.0	1,171,614	349,427	1,521,041
Safety & Attendance					3,000	144	3,144
Overtime					20,000	962	20,962
Work Study					12,000	577	12,577
TOTAL	24.3	26.0	24.8	27.0	\$ 1,206,614	\$ 351,110	\$ 1,557,724



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Technology & Transit Development**  
**Division: Operations Planning**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 872,587	\$ 900,505	Salary/wages and benefits for Senior Operations Planning Manager, Principal Planner, Senior Planners, Planner II, Planners, and Schedulers. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	1,680	1,160	Books and periodicals (\$200) and office supplies (\$960).
Services	62,430	60,800	Interpreter services (\$800), professional services (\$50,000), travel (\$5,200), training (\$4,700), and postage (\$100).
Other	356,846	301,500	Association dues (\$1,500) and unprogrammed expenditures for WSDOT Special Needs Grant (\$300,000).
<b>TOTAL OPERATIONS</b>	<b>\$ 1,293,543</b>	<b>\$ 1,263,965</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Technology & Transit Development**  
**Division: Operations Planning**

Position Title	2005 Budget		2006 Budget		2006 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Senior Operations Planning Manager	1.0	1.0	1.0	1.0	\$ 100,214	\$ 18,706	\$ 118,920
Scheduling Supervisor *	1.0	1.0	0.0	0.0	-	-	-
Principal Planner *	1.8	2.0	1.0	1.0	79,560	16,783	96,343
Senior Planner	1.0	1.0	2.0	2.0	140,982	31,876	172,858
Planner II	0.0	0.0	1.0	1.0	46,093	12,744	58,837
Planner	3.0	3.0	3.0	3.0	182,790	45,144	227,934
Scheduler	2.0	2.0	3.0	3.0	147,409	38,900	186,309
Intern *	1.0	1.0	0.0	0.0	-	-	-
Service Quality Specialist *	1.0	1.0	0.0	0.0	-	-	-
SUBTOTAL	11.8	12.0	11.0	11.0	697,048	164,153	861,201
Safety & Attendance					1,000	48	1,048
Contract Employee					35,000	1,684	36,684
Overtime					1,500	72	1,572
<b>TOTAL</b>	<b>11.8</b>	<b>12.0</b>	<b>11.0</b>	<b>11.0</b>	<b>\$ 734,548</b>	<b>\$ 165,957</b>	<b>\$ 900,505</b>

\* Scheduling Supervisor position reclassified to Planner position.

\* Principal Planner one position transferred to Capital & Grants Administration division.

\* Intern position reclassified to Planner II position.

\* Service Quality Specialist position reclassified to Scheduler position.



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Technology & Transit Development**  
***Division: Project Management***

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 32,670	\$ 297,123	Salary/wages and benefits for Project Managers and Contract Project Manager. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	637	629	Books and periodicals (\$579) and general operating supplies (\$50).
Services	3,640	10,200	Training (\$8,500) and travel (\$1,700).
<b>TOTAL OPERATIONS</b>	<b>\$ 36,947</b>	<b>\$ 307,952</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Technology & Transit Development**  
**Division: Project Management**

Position Title	2005 Budget		2006 Budget		2006 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Project Manager	2.0	2.0	2.0	2.0	\$ 155,667	\$ 33,244	\$ 188,911
SUBTOTAL	2.0	2.0	2.0	2.0	155,667	33,244	188,911
Contract Project Manager					94,300	13,912	108,212
<b>TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 249,967</b>	<b>\$ 47,156</b>	<b>\$ 297,123</b>



## Competition Enhances Valuable Skills

Pierce Transit operators and vehicle mechanics put their training, knowledge, and experience to the test in face-to-face competition at the annual Roadeo to determine who is the best of the best.

The Pierce Transit Roadeo is designed to provide participants with positive, job-related motivation that emphasizes the important role of bus and paratransit drivers and vehicle mechanics in providing Pierce Transit customers with safe and reliable transportation services. The competition elevates the overall capability of the Agency.

The highlight of the Roadeo activities is the obstacle course where drivers maneuver their 40-foot buses, or paratransit vans, through an intricate maze of graded exercises. The obstacle course includes serpentine turns, passenger stops, and reverse turns that simulate the demanding requirements of everyday driving. However, not every operator can participate. To be eligible for the "Masters" category, operators are required, in the previous year, to have had no preventable accidents or disciplinary suspensions, and a minimum of late reports and sick leave. The Maintenance Department has similar requirements and team participants are equally challenged. They are required to troubleshoot and repair engines, air conditioning, and air brake systems, complete a written exam, and perform an overall vehicle inspection.

The Roadeo gives select employees the opportunity to demonstrate their knowledge, safety awareness, abilities, and skills as they compete against each other. The best of the best then have the honor of representing Pierce Transit at the national Roadeo competition where other transit agencies from around the United States send their representative. They compete for the coveted title of North America's best bus driver, paratransit driver, and vehicle mechanic team.



*Human Resources* **Department** 

*Human Resources*  
**Department**



**2006 BUDGET  
HUMAN RESOURCES DEPARTMENT  
TABLE OF CONTENTS**

*Section Contents*

**Department Overview**

- *Department Description*
  - Organization Chart*
  - Division Description*
- *Department Expenditure Summary*
  - Expenditures by description for:*
    - 2004 Actual*
    - 2005 Amended Budget*
    - 2005 Year-End Estimate*
    - 2006 Budget*
    - % Change 2006 Budget to 2005 YE EST*
    - % Change 2006 Budget to 2005 Budget*
- *Human Resources Department Expenditure*
  - Divisional Detail by Object Number*

**Divisional Detail**

- *Narrative*
  - Expenditures by Object Description*
  - 2005 Year-End Estimate*
  - 2006 Budget*
  - Description*
- *Personnel Summary*
  - Position Title*
  - 2005 Budget FTEs and Positions*
  - 2006 Budget FTEs and Positions*
  - 2006 Budget Salaries, Benefits, and Total*

**Page**

**Department Overview**

Department Description .....	216
Organization Chart .....	216
Department Expenditure Summary .....	219
Human Resources Department Expenditure .....	220

**Divisional Detail**

Human Resources	
Narrative.....	222
Personnel Summary .....	223
Risk Management	
Narrative.....	224
Personnel Summary .....	225





**2006 BUDGET  
DEPARTMENT DESCRIPTION  
HUMAN RESOURCES**

**In Brief:**

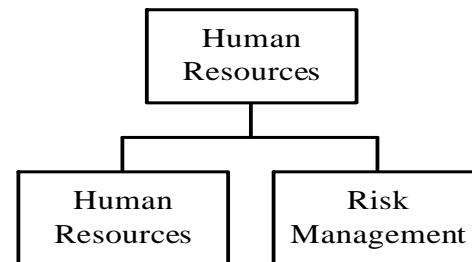
The overall goal of the Human Resources Department is support of Pierce Transit's mission to deliver outstanding transportation services that match our customers' needs through the development and use of the policies, principles, and practices necessary for effective human resources management. The department is lead by Vice President Marnie Slakey and is comprised of 11 positions in two divisions:

Human Resources  
Risk Management

The divisions have a specific area of responsibility toward accomplishing the goals.

**Overview:**

The Human Resources Department consists of the following:



The Human Resources Department is responsible for directing and coordinating programs and policies for Agency personnel. The department provides service to meet this responsibility in six functional areas.

*Recruitment and Employment* - Human Resources hires quality candidates in a timely manner, and designs and administers job related, valid, bias-free selection devices. 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.



**2006 BUDGET  
DEPARTMENT DESCRIPTION  
HUMAN RESOURCES**

*Benefits and Compensation* - Human Resources oversees the Agency's salary, wage and classification systems, assists with the defining of job responsibilities and qualifications, and periodically reviews job classifications. 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.

*Training and Staff Development* - This function orients new employees and initiates and coordinates Agency-wide training to ensure a high quality and productive workforce. This function conducts training needs assessment and designs/coordinates training in managerial and supervisory skills, Americans with Disabilities Act, sexual harassment, communication skills, and other non-technical training. It works with managers to investigate and resolve sexual harassment and other complaints. It coordinates activities related to the Agency's quality improvement efforts. It coordinates the tuition reimbursement program and incentive/recognition policies. It provides counseling to employees and supervisors on performance or other issues and helps to resolve personnel problems at an early stage.

*Health and Welfare* - Human Resources provides services designed to promote and retain a healthy workforce, offering wellness/fitness programs and contracting for resources to assist employees with work/life issues. This function conducts mandated alcohol and drug testing, and employee pre-employment and fit for duty physicals. It coordinates the family medical leave policy, dependent care programs, and the employee suggestion program. It manages the Employee Assistance Program. This function promotes employee morale and recommends policies to promote a positive working environment. It also administers the unemployment insurance fund.



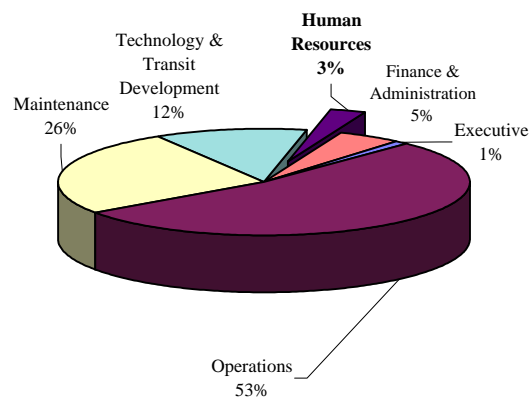
**2006 BUDGET  
DEPARTMENT DESCRIPTION  
HUMAN RESOURCES**

*Labor Relations* - The Vice President provides coordination of collective bargaining policies as outlined in the Master Agreement with the local labor union, investigates and responds to grievances, conducts labor relations training, negotiates labor contracts and side agreements, manages and provides oversight in arbitrations and other disputes, and provides advice to various departments regarding the interpretation and administration of contract provisions. The department also coordinates the response to employment related lawsuits and to complaints filed with the Human Rights Commission, the Public Employment Relations Commission, and the Equal Opportunity Commission.

*Risk Management* - The Risk Management 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.



Operating Budget by Department

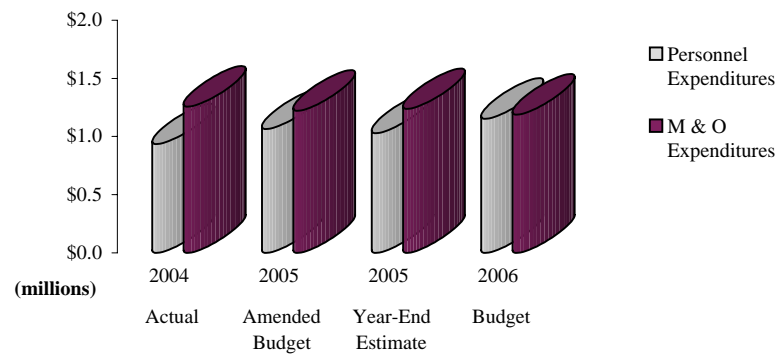


**2006 OPERATING BUDGET  
DEPARTMENT EXPENDITURE SUMMARY**

**DEPARTMENT: HUMAN RESOURCES**

Description	2004 Actual	2005 Amended Budget	2005 Year-End Estimate	2006 Budget	% Change 2006 Budget to 2005 YE EST.	% Change 2006 Budget to 2005 Budget
Personnel						
Wages	\$ 778,587	\$ 874,045	\$ 856,875	\$ 967,992	13.0%	10.7%
Benefits	155,092	189,489	172,371	185,578	7.7%	-2.1%
Personnel	933,679	1,063,534	1,029,246	1,153,570	12.1%	8.5%
Maintenance and Operations						
Supplies	40,637	37,775	67,773	33,240	-51.0%	-12.0%
Services	332,269	384,940	384,185	471,525	22.7%	22.5%
Insurance	876,145	787,165	774,665	678,500	-12.4%	-13.8%
Rentals	380	1,500	1,200	0	-100.0%	-100.0%
Other	7,483	10,340	9,343	6,290	-32.7%	-39.2%
Maintenance and Operations	1,256,914	1,221,720	1,237,166	1,189,555	-3.8%	-2.6%
Total \$	2,190,593	2,285,254	2,266,412	2,343,125	3.4%	2.5%
FTE'S	11.0	11.0	11.0	11.0	0.0%	0.0%
Positions	11.0	11.0	11.0	11.0	0.0%	0.0%

**Expenditure Summary**





**2006 OPERATING BUDGET  
HUMAN RESOURCES DEPARTMENT EXPENDITURE**

Object Number	Description	Division		Department Total
		Human Resources 10-121000-	Risk Management 10-122000-	
PERSONNEL				
61100	Salaries	\$ 707,597	\$ 208,395	\$ 915,992
61190	Contract Salaries	32,000	20,000	52,000
62500	Benefits	137,088	48,490	185,578
	SUBTOTAL	876,685	276,885	1,153,570
SUPPLIES				
63110	Books & Periodicals	1,180	800	1,980
63120	Office Supplies	1,000	1,500	2,500
63290	General Operating Supplies	12,350	12,310	24,660
63310	Small Tools & Equipment	600	3,500	4,100
	SUBTOTAL	15,130	18,110	33,240
SERVICES				
64110	Professional Services	255,900	75,280	331,180
64120	Legal Costs	67,045	-	67,045
64130	Training	2,700	2,700	5,400
64210	Postage	5,000	1,200	6,200
64330	Travel & Subsistence	12,900	5,000	17,900
64340	Advertising	40,500	-	40,500
64350	Printing & Binding	3,000	300	3,300
	SUBTOTAL	387,045	84,480	471,525



**2006 OPERATING BUDGET  
HUMAN RESOURCES DEPARTMENT EXPENDITURE**

Object Number	Description	Division		Department Total
		Human Resources 10-121000-	Risk Management 10-122000-	
INSURANCE				
64410	Liability	-	514,000	514,000
64420	Fire	-	119,000	119,000
64430	Performance Bond	-	500	500
64470	Workers Compensation Ins.	-	45,000	45,000
	SUBTOTAL	-	678,500	678,500
RENTALS				
64720	Buildings	-	-	-
	SUBTOTAL	-	-	-
OTHER				
64910	Association Dues	1,865	2,115	3,980
64990	Other Miscellaneous Expenses	1,000	1,310	2,310
	SUBTOTAL	2,865	3,425	6,290
TOTAL OPERATIONS		\$ 1,281,725	\$ 1,061,400	\$ 2,343,125
	FTE's	8.0	3.0	11.0
	Positions	8.0	3.0	11.0



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Human Resources**  
**Division: Human Resources**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 766,043	\$ 876,685	Salary/wages and benefits for Vice President Human Resources and Labor Relations, Employee Relations Coordinator, Employment Manager, Benefits and Compensation Manager, Human Resources Analysts, Human Resources Specialist, and contracted hours for recruitment interviewer. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	48,473	15,130	Books and periodicals (\$1,180), retirement, service and suggestion recognition items, SEARCH Committee activities, and health and employee event materials (\$12,350), general office supplies (\$1,000), and small equipment purchases (\$600).
Services	297,155	387,045	Professional services include pre-employment and recruitment expenses, health and management programs, and training and development (\$255,900), legal costs (\$67,045), postage (\$5,000), advertising (\$40,500), printing and binding (\$3,000), travel (\$12,900), and training (\$2,700).
Rentals	1,200	-	Decrease due to completion of Pierce Transit Training/Office Building.
Other	2,865	2,865	Association dues (\$1,865) and miscellaneous expenses (\$1,000).
<b>TOTAL OPERATIONS</b>	<b>\$ 1,115,736</b>	<b>\$ 1,281,725</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Human Resources**

*Division: Human Resources*

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
VP Human Resources	1.0	1.0	1.0	1.0	\$ 121,264	\$ 20,666	\$ 141,930
Employee Relations Coordinator	2.0	2.0	2.0	2.0	147,306	32,465	179,771
Employment Manager	1.0	1.0	1.0	1.0	84,157	17,211	101,368
Benefits and Compensation Manager	1.0	1.0	1.0	1.0	84,157	17,211	101,368
Human Resources Analyst	2.0	2.0	2.0	2.0	137,155	31,520	168,675
Human Resources Specialist	1.0	1.0	1.0	1.0	54,558	14,454	69,012
SUBTOTAL	8.0	8.0	8.0	8.0	628,597	133,527	762,124
Contract Interviewer					32,000	-	32,000
Retirement Expense					74,000	3,561	77,561
Service Excellence and Suggestion Awards					5,000	-	5,000
<b>TOTAL</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>\$ 739,597</b>	<b>\$ 137,088</b>	<b>\$ 876,685</b>





**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Human Resources**  
***Division: Risk Management***

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 263,203	\$ 276,885	Salary/wages and benefits for Risk Manager, Claims Administrator, Risk Management Assistant, and Contract position. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	19,300	18,110	Reference materials (\$800), office supplies (\$1,500), ergonomic equipment (\$12,310), and small tools and equipment (\$3,500).
Services	87,030	84,480	Postage (\$1,200), printing and binding (\$300), WSTIP Association Services (\$9,280), Broker's fees (\$66,000), training (\$2,700), and travel (\$5,000).
Insurance	774,665	678,500	General liability insurance (\$514,000), property insurance (\$119,000), performance bond (\$500), and worker's compensation excess liability insurance (\$45,000).
Other	6,478	3,425	Association dues (\$2,115), safety improvements and Hepatitis B vaccinations (\$655), and emergency supplies (\$655).
<b>TOTAL OPERATIONS</b>	<b>\$ 1,150,676</b>	<b>\$ 1,061,400</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Human Resources**  
***Division: Risk Management***

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Risk Manager	1.0	1.0	1.0	1.0	\$ 92,789	\$ 18,015	\$ 110,804
Claims Representative	1.0	1.0	1.0	1.0	70,158	15,907	86,065
Risk Management Assistant	1.0	1.0	1.0	1.0	45,448	13,606	59,054
SUBTOTAL	3.0	3.0	3.0	3.0	208,395	47,528	255,923
Risk Management Contract Position					20,000	962	20,962
<b>TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>\$ 228,395</b>	<b>\$ 48,490</b>	<b>\$ 276,885</b>



## Providing Options to High Fuel Cost

Skyrocketing gasoline prices have prompted more Americans to turn to public transportation for their daily commute. Transit authorities report ridership has risen across the country on commuter rail, bus, and subway services. Likewise, transit systems report crowded buses and more hits to their Web sites from people seeking route and schedule information. People are looking to reduce their transportation costs and there is no better way to do that than public transportation.

Pierce Transit's local area routes experienced noticeable increases in ridership. When compared to the same period last year, 6.5 percent more people rode the bus. While the percent of increase is relatively unimpressive, the raw numbers tell a different story: 62,981 more people rode the bus this September than rode last September, with a monthly total of 1,025,807 rides.

Additionally, a recent survey of the nation's transit systems conducted by the American Public Transportation Association indicates that this growing ridership trend continued in November, despite a drop in gas prices that month. The increased ridership results of the third quarter, combined with the November ridership increases, indicate that more and more Americans want other options besides their personal automobile. Transit ridership was on the move in 2005 and it's expected to continue to grow as more people discover the convenience and affordability of public transportation.

There's an additional benefit: if Americans used public transportation for roughly 10 percent of their daily travel needs, the U.S. would reduce its dependence on imported oil by more than 40 percent, or nearly the amount of oil the U.S. imported from Saudi Arabia in the year 2002.





**2006 BUDGET  
FINANCE & ADMINISTRATION DEPARTMENT  
TABLE OF CONTENTS**

*Section Contents*

**Department Overview**

- *Department Description*
  - Organization Chart*
  - Division Description*
- *Department Expenditure Summary*
  - Expenditures by description for:*
    - 2004 Actual*
    - 2005 Amended Budget*
    - 2005 Year-End Estimate*
    - 2006 Budget*
    - % Change 2006 Budget to 2005 YE EST*
    - % Change 2006 Budget to 2005 Budget*
- *Finance & Administration Department Expenditure*
  - Divisional Detail by Object Number*

**Divisional Detail**

- *Narrative*
  - Expenditures by Object Description*
  - 2005 Year-End Estimate*
  - 2006 Budget Description*
- *Personnel Summary*
  - Position Title*
  - 2005 Budget FTEs and Positions*
  - 2006 Budget FTEs and Positions*
  - 2006 Budget Salaries, Benefits, and Total*

**Page**

**Department Overview**

Department Description .....	228
Organization Chart .....	228
Department Expenditure Summary .....	230
Finance & Administration Department Expenditure .....	231

**Divisional Detail**

Administration	
Narrative.....	234
Personnel Summary .....	235
Accounting	
Narrative.....	236
Personnel Summary .....	237
Administrative Services	
Narrative.....	238
Personnel Summary .....	239
Budgeting	
Narrative.....	240
Personnel Summary .....	241
Purchasing / Warehousing	
Narrative.....	242
Personnel Summary .....	243



### In Brief:

The overall goal of the Finance and 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. The department is lead by Vice President Wayne Fanshier and is comprised of 38 positions in five divisions:

Administration

Accounting

Administrative Services

Budgeting

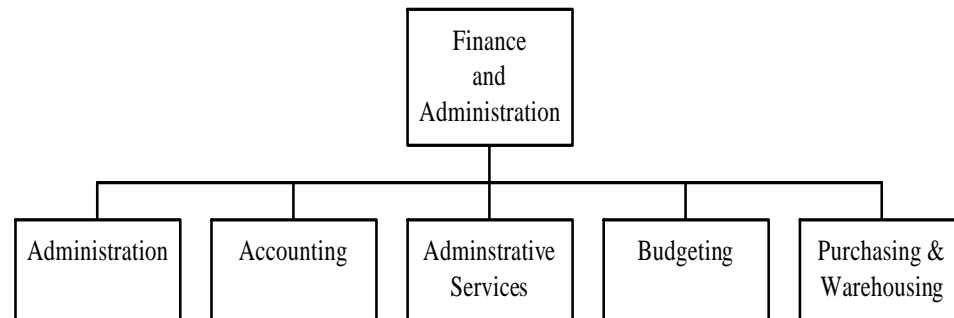
Purchasing and Warehousing

The divisions have a specific area of responsibility toward accomplishing the goals.

## 2006 BUDGET DEPARTMENT DESCRIPTION FINANCE AND ADMINISTRATION

### Overview:

The Finance and Administration Department consists of the following:



**Administration** The division oversees and directs the activities of the divisions in the department.

**Accounting** The division performs the function of recording Agency financial transactions in conformance with state and federal accounting regulations as well as generally accepted accounting principals. This division provides accounts payable, accounts receivable, revenue processing, and payroll services for the Agency, develops and maintains internal controls over these functions in order to safeguard Agency assets, produces internal and external financial reports, coordinates internal and external audits, administers the investment portfolio, and manages financial activities with external agencies.



**2006 BUDGET  
DEPARTMENT DESCRIPTION  
FINANCE AND ADMINISTRATION**

**Administrative Services** The division provides support activities for all departments and divisions in the Agency. Responsibilities include word processing and data entry, maintenance of centralized files, telephone and guest reception, photo reproduction, processing of incoming/outgoing mail and internal memoranda, monitoring and control of operating costs for telecommunications services and custodial services, vehicle licensing and payment of miscellaneous taxes and assessments, and meeting the daily demands of the operation of the headquarters facility.

**Budgeting** The division develops the Agency's budget programs, goals, and requirements, prepares the Agency's annual budget document, monitors revenues and expenditures, prepares budget variance reports, and develops long range financial plans.

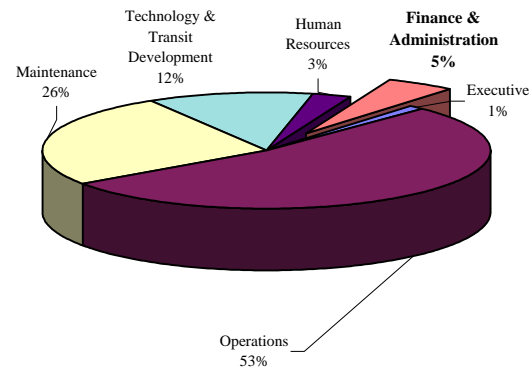
**Purchasing and Warehousing** The division directs and controls the purchase of materials and services for the entire Agency. This includes the ordering, stocking, shipping, and distribution of parts used in maintaining and repairing Agency vehicles, establishing appropriate stocking levels for parts to ensure that revenue vehicles are not out of service due to lack of parts availability, and maintenance of fuel inventories. This division also monitors and refines contract specifications, coordinates Disadvantaged Business Enterprise (DBE) programs, and assures contract compliance.



**2006 OPERATING BUDGET  
DEPARTMENT EXPENDITURE SUMMARY**

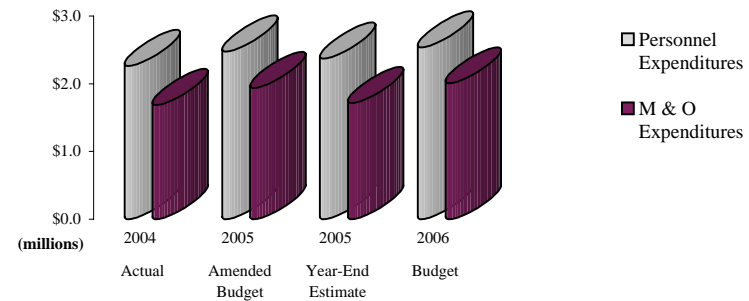
**DEPARTMENT: FINANCE & ADMINISTRATION**

**Operating Budget by Department**



Description	2004 Actual	2005 Amended Budget	2005 Year-End Estimate	2006 Budget	% Change 2006 Budget to 2005 YE EST.	% Change 2006 Budget to 2005 Budget
<b>Personnel</b>						
Wages	\$ 1,858,052	\$ 1,957,744	\$ 1,907,623	\$ 2,010,565	5.4%	2.7%
Benefits	403,312	516,854	463,782	525,197	13.2%	1.6%
Personnel	2,261,364	2,474,598	2,371,405	2,535,762	6.9%	2.5%
<b>Maintenance and Operations</b>						
Supplies	177,974	121,463	116,257	126,395	8.7%	4.1%
Services	390,061	458,998	418,956	448,948	7.2%	-2.2%
Repairs and Maintenance	55,884	80,977	77,584	73,255	-5.6%	-9.5%
Rentals	151,467	168,105	162,054	120,464	-25.7%	-28.3%
Other	910,050	1,107,839	939,180	1,236,401	31.6%	11.6%
Maintenance and Operations	1,685,436	1,937,382	1,714,031	2,005,463	17.0%	3.5%
<b>Total</b>	<b>\$ 3,946,800</b>	<b>\$ 4,411,980</b>	<b>\$ 4,085,436</b>	<b>\$ 4,541,225</b>	<b>11.2%</b>	<b>2.9%</b>
<i>FTE'S</i>	<i>35.3</i>	<i>35.3</i>	<i>35.3</i>	<i>36.3</i>	<i>2.8%</i>	<i>2.8%</i>
<i>Positions</i>	<i>37.0</i>	<i>37.0</i>	<i>37.0</i>	<i>38.0</i>	<i>2.7%</i>	<i>2.7%</i>

**Expenditure Summary**







**2006 OPERATING BUDGET  
FINANCE & ADMINISTRATION DEPARTMENT EXPENDITURE**

Object Number	Description	Division					Total	
		Administration 10-211000-	Accounting 10-241000-	Administrative Services 10-253000-	Budgeting 10-261000-	Purchasing/ Warehousing 10-231000-		
PERSONNEL								
61100	Salaries	\$ 115,482	\$ 652,263	\$ 287,081	\$ 156,520	\$ 711,319	\$ 1,922,665	
61160	Safety & Attendance	-	2,700	2,400	-	5,000	10,100	
61190	Contract Salaries	-	-	15,600	-	25,000	40,600	
61200	Overtime	-	20,000	1,200	-	16,000	37,200	
62500	Benefits	20,128	187,178	89,079	33,314	192,073	521,772	
62900	Uniforms	-	225	-	-	3,200	3,425	
	SUBTOTAL	135,610	862,366	395,360	189,834	952,592	2,535,762	
SUPPLIES								
63110	Books & Periodicals	890	540	2,065	100	500	4,095	
63120	Office Supplies	50	3,800	2,000	450	104,600	110,900	
63290	General Operating Supplies	-	800	-	-	500	1,300	
63310	Small Tools & Equipment	-	-	100	-	10,000	10,100	
	SUBTOTAL	940	5,140	4,165	550	115,600	126,395	



**2006 OPERATING BUDGET  
FINANCE & ADMINISTRATION DEPARTMENT EXPENDITURE**

Object Number	Description	Division					Total
		Administration 10-211000-	Accounting 10-241000-	Administrative Services 10-253000-	Budgeting 10-261000-	Purchasing/ Warehousing 10-231000-	
SERVICES							
64110	Professional Services	-	38,460	-	550	2,000	41,010
64130	Training	2,900	5,900	-	-	5,700	14,500
64210	Postage	30	4,750	31,911	150	3,500	40,341
64220	Telephone	-	-	298,529	-	-	298,529
64330	Travel & Subsistence	3,200	9,708	300	2,700	9,700	25,608
64340	Advertising	-	-	11,480	-	6,500	17,980
64350	Printing & Binding	-	4,980	500	3,500	2,000	10,980
SUBTOTAL		6,130	63,798	342,720	6,900	29,400	448,948
REPAIRS & MAINTENANCE							
64610	Repairs & Maintenance - Building	-	-	165	-	-	165
64650	Repairs & Maintenance - General Equipment	-	2,600	21,000	-	49,490	73,090
SUBTOTAL		-	2,600	21,165	-	49,490	73,255



**2006 OPERATING BUDGET  
FINANCE & ADMINISTRATION DEPARTMENT EXPENDITURE**

Object Number	Description	Division					Total
		Administration 10-211000-	Accounting 10-241000-	Administrative Services 10-253000-	Budgeting 10-261000-	Purchasing/ Warehousing 10-231000-	
RENTALS							
64720	Buildings	-	-	-	-	35,000	35,000
64730	Equipment	-	-	1,230	-	14,200	15,430
64790	Other	-	-	824	-	69,210	70,034
	SUBTOTAL	-	-	2,054	-	118,410	120,464
OTHER							
64910	Association Dues	195	990	-	130	300	1,615
64950	Taxes	-	74,000	43,856	-	1,200	119,056
64970	Other Contract Services	-	755,776	128,809	-	27,000	911,585
64990	Other Miscellaneous Expenses	100	300	45	200,400	3,300	204,145
	SUBTOTAL	295	831,066	172,710	200,530	31,800	1,236,401
TOTAL OPERATIONS		\$ 142,975	\$ 1,764,970	\$ 938,174	\$ 397,814	\$ 1,297,292	\$ 4,541,225
	FTE's	1.0	12.3	7.0	2.0	14.0	36.3
	Positions	1.0	14.0	7.0	2.0	14.0	38.0



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Finance & Administration**  
***Division: Administration***

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 132,693	\$ 135,610	Salary/wages and benefits for Vice President Finance & Administration. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	810	940	Books and periodicals (\$890) and miscellaneous office supplies (\$50).
Services	2,730	6,130	Training (\$2,900), travel (\$3,200), and postage (\$30).
Other	280	295	Association dues (\$195) and miscellaneous expenses (\$100).
<b>TOTAL OPERATIONS</b>	<b>\$ 136,513</b>	<b>\$ 142,975</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Finance & Administration**  
*Division: Administration*

Position Title	2005 Budget		2006 Budget		2006 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
VP Finance & Administration	1.0	1.0	1.0	1.0	\$ 115,482	\$ 20,128	\$ 135,610
<b>TOTAL</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 115,482</b>	<b>\$ 20,128</b>	<b>\$ 135,610</b>



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Finance & Administration**  
**Division: Accounting**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 831,808	\$ 862,366	Salary/wages and benefits for Finance Manager, Accounting Supervisor, Central Projects/Grants Coordinator, Senior Accountants, Account Clerks, Payroll Specialists, and Clerical Assistants. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	5,138	5,140	Books and periodicals (\$540), operating supplies (\$800), and office supplies (\$3,800).
Services	57,235	63,798	Professional services for audits (\$37,980) and CAFR review fee (\$480), travel (\$9,708), postage (\$4,750), printing and binding (\$4,980), and training (\$5,900).
Repairs and Maintenance	2,581	2,600	Maintenance of money counting equipment (\$2,600).
Other	747,681	831,066	Association dues (\$990), other contract services for collection of sales tax revenue (\$721,776), temporary personnel services (\$5,000), banking services (\$23,500), armored car service (\$5,500), Business & Occupation taxes (\$73,000), leasehold taxes (\$1,000), and miscellaneous (\$300).
<b>TOTAL OPERATIONS</b>	<b>\$ 1,644,443</b>	<b>\$ 1,764,970</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Finance & Administration**  
**Division: Accounting**

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Finance Manager	1.0	1.0	1.0	1.0	\$ 97,427	\$ 18,446	\$ 115,873
Accounting Supervisor	1.0	1.0	1.0	1.0	73,653	16,233	89,886
Senior Accountant	2.0	2.0	2.0	2.0	129,459	30,803	160,262
Central Projects / Grants Coordinator	1.0	1.0	1.0	1.0	57,283	14,708	71,991
Account Clerk	4.0	4.0	4.0	4.0	159,994	49,195	209,189
Payroll Specialist	2.0	2.0	2.0	2.0	92,102	25,483	117,585
Clerical Assistant	1.3	3.0	1.3	3.0	42,345	31,218	73,563
SUBTOTAL	12.3	14.0	12.3	14.0	652,263	186,086	838,349
Safety & Attendance					2,700	130	2,830
Overtime					20,000	962	20,962
Uniforms					-	225	225
<b>TOTAL</b>	<b>12.3</b>	<b>14.0</b>	<b>12.3</b>	<b>14.0</b>	<b>\$ 674,963</b>	<b>\$ 187,403</b>	<b>\$ 862,366</b>



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Finance & Administration**  
**Division: Administrative Services**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 336,696	\$ 395,360	Salary/wages and benefits for Administrative Services Manager, Administrative Specialists II, Administrative Specialists I, and Clerical Assistant. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	4,165	4,165	Reference materials (\$2,065), office supplies (\$2,000), and miscellaneous small tools (\$100).
Services	339,496	342,720	Postage and permit fees (\$4,874), postage for Community Services (\$22,037), ADA recertification mailings (\$5,000), telecommunications system and use costs (\$298,529), telephone directory advertising (\$11,480), travel (\$300), and printing and binding (\$500).
Repairs & Maintenance	26,113	21,165	Telephone system maintenance contract and Radio T-1 service contract (\$21,000) and building repair (\$165).
Rentals	2,054	2,054	Postage meter rental (\$1,230) and Post Office Box Caller Service (\$824).
Other	161,869	172,710	Taxes and assessments as follows: Vehicle licensing (\$5,606), surface water assessments (\$7,645), BIA assessments (\$5,510), and fire protection services (\$25,095). Other contract services as follows: custodial services (\$112,533), alarm monitoring fees (\$2,095), recycling service (\$5,336), braille service (\$500), cable connections (\$1,205), temporary employee (\$7,140), and national notary association membership (\$45).
<b>TOTAL OPERATIONS</b>	<b>\$ 870,393</b>	<b>\$ 938,174</b>	





**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Finance & Administration**  
**Division: Administrative Services**

Position Title	2005 Budget		2006 Budget		Salaries	2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Administrative Services Manager	1.0	1.0	1.0	1.0	\$ 77,334	\$ 16,575	\$	93,909
Administrative Specialist II	3.0	3.0	3.0	3.0	115,378	36,558		151,936
Administrative Specialist I	2.0	2.0	2.0	2.0	66,019	23,575		89,594
Clerical Assistant	1.0	1.0	1.0	1.0	28,350	11,447		39,797
SUBTOTAL	7.0	7.0	7.0	7.0	287,081	88,155		375,236
Contract					15,600	751		16,351
Safety & Attendance					2,400	115		2,515
Overtime					1,200	58		1,258
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>\$ 306,281</b>	<b>\$ 89,079</b>	<b>\$</b>	<b>395,360</b>



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Finance & Administration**  
**Division: Budgeting**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 187,101	\$ 189,834	Salary/wages and benefits for Budget Manager and Budget Analyst. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	944	550	Periodicals (\$100) and office supplies (\$450).
Services	4,995	6,900	Budget fee (\$550), travel (\$2,700), postage (\$150), and printing (\$3,500).
Other	350	200,530	Association dues (\$130), contingency (\$200,000), employee recognition (\$50), and budget retreats (\$350).
<b>TOTAL OPERATIONS</b>	<b>\$ 193,390</b>	<b>\$ 397,814</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Finance & Administration**  
***Division: Budgeting***

Position Title	2005 Budget		2006 Budget		2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Budget Manager	1.0	1.0	1.0	1.0	\$ 90,210	\$ 17,769	\$ 107,979
Budget Analyst	1.0	1.0	1.0	1.0	66,310	15,545	81,855
<b>TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 156,520</b>	<b>\$ 33,314</b>	<b>\$ 189,834</b>



**2006 OPERATING BUDGET  
NARRATIVE**

**Department: Finance & Administration**  
**Division: Purchasing / Warehousing**

<b>Object Description</b>	<b>2005 Year-End Estimate</b>	<b>2006 Budget</b>	<b>Description</b>
Personnel	\$ 883,107	\$ 952,592	Salary/wages and benefits for Purchasing Manager, Purchasing Coordinators, Assistant Manager of Inventory, Purchasing Agent, Warehouse Technician II, Warehouse Technicians I, Warehouse Assistant, Warehouse Courier, and Administrative Specialist I. The increase is a result of salary/wage adjustments, health premium costs, and any change in personnel.
Supplies	105,200	115,600	Reference materials (\$500), office supplies (\$33,000), laminate supplies (\$1,100), toner (\$9,000), paper and printed supplies (\$6,000), computer supplies (\$12,000), ergonomic supplies (\$3,000), miscellaneous furniture (\$40,500), small tools (\$10,000), and forklift tires (\$500).
Services	14,500	29,400	Space planning (\$2,000), postage (\$3,500), bid advertising (\$6,500), printing (\$2,000), travel (\$9,700), and training (\$5,700).
Repairs and Maintenance	48,890	49,490	Repair & maintenance of equipment for copiers, typewriters, fax machines, calculators, postage equipment, and dictaphone radio channel recorder (\$49,490).
Rentals	160,000	118,410	Building rental for Marketing Office (\$35,000). Equipment rentals for copiers in Marketing and Operations (\$14,200). Miscellaneous rentals for park & ride lot (\$900), Goldspar Communications (\$18,000), Motorola Radio Site (\$21,000), Pierce County Radio Room (\$8,100), and South Hill Mall (\$21,210).
Other	29,000	31,800	Association dues (\$300), Lakewood Mall Common Area charges (\$13,000), South Hill Mall CAM (\$15,200), Washington Office of Minority and Women Business Enterprises (\$1,000), employee recognition/meetings (\$300), and State Purchasing Fee (\$2,000).
<b>TOTAL OPERATIONS</b>	<b>\$ 1,240,697</b>	<b>\$ 1,297,292</b>	



**2006 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Finance & Administration**  
**Division: Purchasing / Warehousing**

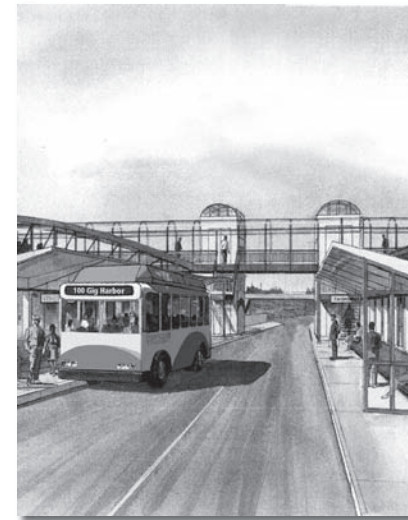
Position Title	2005 Budget		2006 Budget		Salaries	2006 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Purchasing Manager	1.0	1.0	1.0	1.0	\$ 92,789	\$ 18,015	\$	110,804
Purchasing Coordinator	2.0	2.0	2.0	2.0	130,541	30,904		161,445
Assistant Manager of Inventory	1.0	1.0	1.0	1.0	57,720	14,749		72,469
Purchasing Agent	1.0	1.0	1.0	1.0	49,483	13,982		63,465
Warehouse Technician II	1.0	1.0	1.0	1.0	48,027	12,886		60,913
Warehouse Technician I	5.0	5.0	5.0	5.0	229,008	63,615		292,623
Warehouse Assistant	1.0	1.0	1.0	1.0	39,811	12,285		52,096
Warehouse Courier	1.0	1.0	1.0	1.0	32,906	11,780		44,686
Administrative Specialist I	0.0	0.0	1.0	1.0	31,034	11,643		42,677
SUBTOTAL	13.0	13.0	14.0	14.0	711,319	189,859		901,178
Safety & Attendance					5,000	241		5,241
Overtime					16,000	770		16,770
Uniforms					-	3,200		3,200
Contract Personnel					25,000	1,203		26,203
<b>TOTAL</b>	<b>13.0</b>	<b>13.0</b>	<b>14.0</b>	<b>14.0</b>	<b>\$ 757,319</b>	<b>\$ 195,273</b>	<b>\$</b>	<b>952,592</b>



## Peninsula Park & Ride

Big changes will occur on the Gig Harbor Peninsula in 2008 following the opening of a second Tacoma Narrows Bridge and completion of the renovation of the existing bridge. The additional bridge is being added to alleviate growing traffic congestion, to increase the ability of the corridor to move more people and freight, and to move it more safely. The Pierce Transit planning department predicts there will be a significant increase in demand for bus and vanpool services which is motivated by the addition of two high occupancy vehicle lanes and the imposition of a toll to cross the bridge. This will create an increased demand for park and ride lot capacity in the Gig Harbor Peninsula area. Pierce Transit has been working in conjunction with the Washington State Department of Transportation and the City of Gig Harbor to respond to these needs.

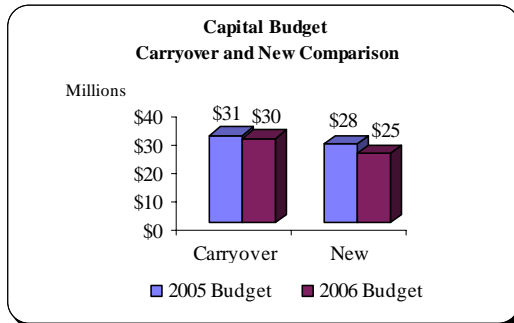
A proposed \$21 million project will consist of an additional park and ride lot that will accommodate between 450-550 automobiles. It will be located across the highway from the current lot that serves the busy bridge corridor. A transit boarding station will be constructed in the median of the highway allowing buses to briefly exit the highway, quickly drop off and pick up passengers, then merge back onto the highway. This will significantly reduce bus travel times, making public transportation services more time-competitive with private autos, and it will reduce the number of buses that currently make their way to the current park and ride using city streets. This new boarding platform will be accessible by a pedestrian bridge, stairway, and elevator that connect with both park and ride facilities.





## 2006 BUDGET CAPITAL BUDGET

### In brief:



- Aggressive plan for capital development
- Some projects span more than one year
- Investment supports public transportation needs in Pierce County
- Provides infrastructure for the future

The Capital budget presents the revenues and expenditures associated with capital development and acquisition. It includes funds for vehicles, construction, administrative and maintenance equipment and off-site improvements. These items are distinguished from operating items due to their value (greater than \$5,000) and projected useful life (longer than one year).

In recent years, federal grants have been declining as a major source of capital revenue for Pierce Transit. This decline resulted from the combining of the Tacoma Urbanized Area with the Seattle-Everett Urbanized Area in 2002 as a result of the 2000 census, Sound Transit take over of Seattle Express service, and a Puget Sound Regional Council decision to set aside a portion of Federal Transit Administration formula funds for regional competition. In this 2006 capital budget, federal revenues are 33% of the newly budgeted capital funds. The 2006 capital budget calls for issuing bonds to finance the Peninsula Park and Ride Project in the amount of \$10 million. The remaining funding for new and replacement capital items is in the form of transfers from the operating fund, capital reserve and interest earnings on those reserves.

Operating costs or anticipated savings associated with significant non-routine capital expenditures such as personnel, maintenance, and utility costs have been included in the budgets of the responsible division.

The 2006 budget is presented on the next page by major categories of expenditures. Prior year budgeted but unspent amounts are shown as carryovers from the 2005 budget.





**2006 BUDGET  
CAPITAL BUDGET**

Capital Expenditures - 2006

	Carryover	New	Total
<b>Revenue Vehicles</b>	\$ 0	\$ 7,653,560	\$ 7,653,560
(Buses – 15 expansion Vanpool Vans – 44 replacement Shuttle Vehicles – 10 replacement)			
<b>Passenger Facilities and Amenities</b>	4,709,828	12,913,723	17,623,551
(Parkland Transit Center, Peninsula Park and Ride Project, Renovation of Tacoma Community College, Tacoma Mall and SR 512 Transit Centers)			
<b>Base Facilities</b>	1,740,659	2,577,542	4,318,201
(Incremental expansion to existing base to increase capacity and efficiency including reconfiguration of base parking and circulation, addition of operators lobby to headquarters building, addition of high speed gates)			
<b>Technology</b>	22,346,549	479,627	22,826,176
(Mobile Communications System, Digital Security Cameras on buses, Regional Fare Integration Project)			
<b>Other</b>	1,293,362	1,288,957	2,582,319
(Support Vehicles, Administrative and Maintenance Equipment)			
<b>Total</b>	<b>\$ 30,090,398</b>	<b>\$ 24,913,409</b>	<b>\$ 55,003,807</b>



## 2006 BUDGET CAPITAL IMPROVEMENTS SUMMARY

The 2006 Capital Budget is comprised of the following categories:

Revenue Vehicles – 14%

*Provide customers a comfortable and reliable mode of transportation*

Passenger Facilities & Amenities – 32%

*Serve as the front door to the transit system*

Base Facilities – 8%

*Support the growth of the Agency*

Technology – 41%

*Improve information and services to the public*

Other – 5%

*Maintain equipment*

Revenue Vehicles - Pierce Transit currently operates a fleet of 164 buses, 101 SHUTTLE vehicles, 10 Bus Plus vehicles and 290 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. With recent replacements, Pierce Transit has a fixed route fleet with an average age of 5.2 years. In 2006, Pierce Transit will replace 44 vanpool vans and 10 SHUTTLE vehicles. The Strategic Business Plan calls for a gradual expansion of fixed route service at a rate of about 2% per year. The 2006 budget calls for the purchase of 15 expansion buses. These buses will be used on trunk routes and for expanded service on the Gig Harbor Peninsula.

Passenger Facilities & Amenities - The major new passenger facility is the proposed Peninsula Park and Ride Project. This project is located west of SR-16 immediately west of the existing Kimball Park and Ride Project. This new project will include parking spaces for approximately 400-500 vehicles. It is designed to take advantage of the new incentives to transit and high occupancy vehicles following the opening of the new Tacoma Narrows Bridge in 2007.

Additionally, Pierce Transit is undertaking the renovation of a number of existing older transit centers. The Parkland Transit Center and Park and Ride Facility, located on SR-7 near Pacific Lutheran University, is one of the older transit centers in the Pierce Transit system. It is in need of updating and a complete renovation of the center is budgeted for 2006. This work will expand the bus capacity and make the center more welcoming for passengers. Construction is scheduled to commence in 2006.

In addition to the two major projects mentioned above, Pierce Transit is undertaking renovation of a number of its older transit centers such as Tacoma Community College, Tacoma Mall and SR 512 Transit Center. Additional work will be done at Tacoma Mall to resolve problems with significant cracking of the concrete paving within the center.



## 2006 BUDGET CAPITAL IMPROVEMENTS SUMMARY

Looking to the future, Pierce Transit will be undertaking a study in 2006 of the need for future park and ride locations in the Pierce Transit service area.

Base Facilities – Building 5, the new training and administration building located on the South Base, was completed in 2005. In early 2005 Pierce Transit re-examined its base expansion plans in response to a number of changed circumstances. These circumstances include uncertainty as to the size of the Sound Transit fleet to be operated by Pierce Transit and the amount of Sound Transit financial participation in Pierce Transit base expansion as well as the desire to postpone building on the East Base as long as possible due to increased operating costs that would be incurred with that expansion. Accordingly, the 2006 budget includes a number of incremental improvements to expand the efficiency and capacity of the existing Main Base while postponing longer-term decisions until additional planning with Sound Transit is completed. The 2006 improvements include such work as the reconfiguration of parking and circulation on the base, the addition of high speed gates for security reasons, addition to the headquarters building to expand the operators' lobby, and improvements to visitor parking.

Technology – Pierce Transit continues to work on the Mobile Communication Project. Due to the size of the investment, in 2005, this project was budgeted over several years. No new funds have been budgeted in 2006. This project will replace and upgrade radios on the Pierce Transit fleet. In addition, it will provide new data capabilities including voice dispatch, and data messaging and automatic vehicle location for both fixed route and demand response vehicles.

A new project for 2006 is a digital camera system for buses. In 2005 Pierce Transit undertook a study of need for such a system and alternatives available. This project will serve to increase passenger and operator security and reduce claims against Pierce Transit.



## 2006 BUDGET CAPITAL IMPROVEMENTS SUMMARY

A Capital Budget by Department / Division and Project indicating carryover, new, local, and grant funds with information for the 2006 budget, 2005 estimated expenditures and prior year expenditures follows. The project grand total shows expenditures to date but does not reflect planned expenditures beyond 2006.

Pierce Transit continues to work with regional partners on the Regional Fare Integration Project (Smart Card). The project is scheduled to move into the beta testing phase in 2006.

Other technology projects include routine replacement and upgrades to information systems in place. The Agency will also undertake a study of needs for a document management and records compliance system.

Other – Other capital improvements include support vehicles and maintenance and administrative equipment.

Carryover funds – Funds are carried over from the previous budget year for projects in process. For example, there are no new funds budgeted for the Mobile Communication Project as it will be utilizing previously budgeted funds.

### **Changes to 2006 capital budget development process:**

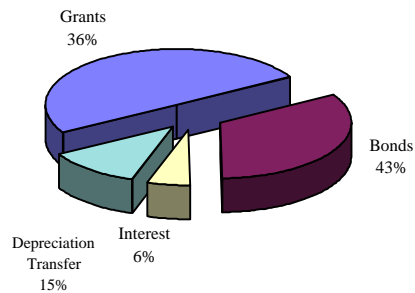
Pierce Transit continues to make changes to the capital budget development process. Starting in 2005, a business case was required for all capital projects. The business case provides information on the project plan, schedule and costs. The business cases were reviewed by the Capital Planning and Budget Committee, a committee composed of Pierce Transit managers representing all departments. The project requests were evaluated as to project readiness, degree that they supported goals and objectives of the Strategic Business Plan and degree that they were necessary to maintain the existing system.

Additional improvements that were implemented for development of the 2006 budget include training on how to prepare a business case; requiring a business case for projects in the out years of the Six-Year Financial Plan; and, emphasis on early coordination of the proposed business cases between departments and divisions.

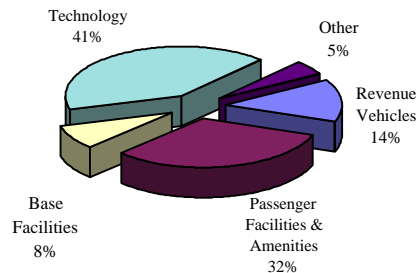


## 2006 BUDGET CAPITAL SUMMARY

### Capital Revenues & Transfers



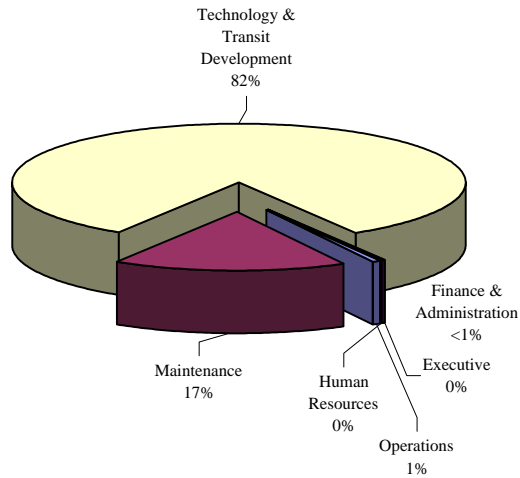
### Capital Expenditures



(rounded to the nearest \$100)	2004 YEAR-END ACTUALS	2005 AMENDED BUDGET	2005 YEAR-END ESTIMATE	2006 BUDGET	% CHANGE 2006 TO 2005 EST.
<b>CAPITAL REVENUES</b>					
<b>CURRENT REVENUES</b>					
Grants	\$17,139,400	\$24,339,200	\$23,740,600	\$15,055,400	-36.6%
Bonds	0	0	0	10,000,000	0.0%
Other Capital Revenue / Interest	397,500	725,900	437,800	1,590,500	263.3%
<b>CAPITAL REVENUE</b>	<b>17,536,900</b>	<b>25,065,100</b>	<b>24,178,400</b>	<b>26,645,900</b>	<b>10.2%</b>
<b>TRANSFERS</b>					
Capital	19,172,800	10,909,100	3,776,700	0	-100.0%
Base Sinking Fund	0	0	0	0	0.0%
Depreciation	2,910,000	15,387,200	15,387,200	3,500,000	-77.3%
<b>CAPITAL REVENUES AND TRANSFERS</b>	<b>39,619,700</b>	<b>51,361,400</b>	<b>43,342,300</b>	<b>30,145,900</b>	<b>-30.4%</b>
<b>BEGINNING BALANCES</b>					
Depreciation	16,100,400	36,492,800	34,463,700	48,808,200	41.6%
<b>TOTAL CAPITAL REVENUE AND BEGINNING BALANCES</b>	<b>55,720,100</b>	<b>87,854,200</b>	<b>77,806,000</b>	<b>78,954,100</b>	<b>1.5%</b>
<b>CAPITAL EXPENDITURES</b>					
<b>CAPITAL ACQUISITION</b>					
Revenue Vehicles	16,442,800	16,066,900	16,066,900	7,653,500	-52.4%
Passenger Facilities & Amenities	995,500	7,839,200	3,347,200	17,623,600	426.5%
Base Facilities	1,202,500	8,724,000	7,343,300	4,318,200	-41.2%
Technology	2,014,600	23,674,000	1,327,400	22,826,200	1619.6%
Other	600,900	4,257,400	913,100	2,582,300	182.8%
<b>CAPITAL EXPENDITURES</b>	<b>21,256,300</b>	<b>60,561,500</b>	<b>28,997,900</b>	<b>55,003,800</b>	<b>89.7%</b>
<b>ENDING BALANCES</b>					
Depreciation	34,463,800	27,292,700	48,808,100	23,950,300	-50.9%
<b>TOTAL CAPITAL EXPENDITURES AND ENDING BALANCES</b>	<b>\$55,720,100</b>	<b>\$87,854,200</b>	<b>\$77,806,000</b>	<b>\$78,954,100</b>	<b>1.5%</b>



## 2006 Total Capital Budget



## 2006 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Department	2006 Capital Budget			2006 Funding	
	2005 Carryover Amount	2006 New	2006 Total Budget	Local	Grant
Operations	\$ -	\$ 337,370	\$ 337,370	\$ 337,370	\$ -
Maintenance	70,000	9,047,335	9,117,335	3,074,184	6,043,151
Technology & Transit Development	30,020,398	15,438,604	45,459,002	36,076,507	9,382,495
Executive	-	-	-	-	-
Finance & Administration	-	90,100	90,100	90,100	-
Human Resources	-	-	-	-	-
Agency Total	\$ 30,090,398	\$ 24,913,409	\$ 55,003,807	\$ 39,578,161	\$ 15,425,646

Department	Total			Project Grand Total
	Prior Years Expenditures	2005 YE Estimates	2006 Total Budget	
Operations	\$ -	\$ -	\$ 337,370	\$ 337,370
Maintenance	12,637,579	13,654,780	9,117,335	35,409,694
Technology & Transit Development	12,138,784	15,278,089	45,459,002	72,875,875
Executive	-	-	-	-
Finance & Administration	-	65,000	90,100	155,100
Human Resources	-	-	-	-
Agency Total	\$ 24,776,363	\$ 28,997,869	\$ 55,003,807	\$ 108,778,039



## 2006 CAPITAL BUDGET BY DIVISION / PROJECT

Department / Division / Project Title	Project Number	Project Grand Total	Prior Years Expenditures	2005 YE Estimates	2006 Project Budget			2006 Project Funding	
					2005 Carryover Amount	New 2006 Projects	Total 2006 Budget	Local	Grant
OPERATIONS									
<u>Service Coordination (644000)</u>									
1. Dispatch IVR System	151	\$ 213,870	\$ -	\$ -	\$ -	\$ 213,870	\$ 213,870	\$ 213,870	\$ -
2. DOT Traffic Cameras	152	80,000	-	-	-	80,000	80,000	80,000	-
Division Subtotal		293,870	-	-	-	293,870	293,870	293,870	-
<u>Transit Public Safety (645000)</u>									
3. Emergency Warning System-Bldg 5	153	35,000	-	-	-	35,000	35,000	35,000	-
4. LYNX Instant Network Comm. System	154	8,500	-	-	-	8,500	8,500	8,500	-
Division Subtotal		43,500	-	-	-	43,500	43,500	43,500	-
Department Total		337,370	-	-	-	337,370	337,370	337,370	-
MAINTENANCE									
<u>Facilities Maintenance (653000)</u>									
5. Headquarters Roof	06548	650,000	-	650,000	-	-	-	-	-
6. Replace AC Computer Closet	06514	5,000	-	5,000	-	-	-	-	-
7. Server Room HVAC Replacement	155	137,428	-	-	70,000	67,428	137,428	137,428	-
8. Trash Compactor	06550	41,800	-	41,800	-	-	-	-	-
9. HVAC Replacements 2006	156	80,133	-	-	-	80,133	80,133	80,133	-
10. Fleetwatch Expansion	157	224,066	-	-	-	224,066	224,066	224,066	-
11. West Base Pavement Repl. 2006	158	234,329	-	-	-	234,329	234,329	234,329	-
12. TCC Pavement Repl. 2006	159	71,890	-	-	-	71,890	71,890	71,890	-
Division Subtotal		1,444,646	-	696,800	70,000	677,846	747,846	747,846	-
<u>Maintenance: Bus (652000)</u>									
13. Bus Purchase 2005									
Expansion	91102	2,293,215	1,480,080	813,135	-	-	-	-	-
Replacement	91101	2,740,285	630,045	2,110,240	-	-	-	-	-
Replacement	31601	2,260,200	2,251,654	8,546	-	-	-	-	-
Replacement	22301	4,974,421	4,917,671	56,750	-	-	-	-	-
Expansion	92602	1,855,000	-	1,855,000	-	-	-	-	-
Replacement	06553	50,000	-	50,000	-	-	-	-	-
Replacement	92601	3,654,760	-	3,654,760	-	-	-	-	-
14. Bus Purchase 2006									
Expansion	160	5,925,000	-	-	-	5,925,000	5,925,000	1,007,250	4,917,750



## 2006 CAPITAL BUDGET BY DIVISION / PROJECT

Department / Division / Project Title	Project Number	Project Grand Total	Prior Years Expenditures	2005 YE Estimates	2006 Project Budget			2006 Project Funding	
					2005 Carryover Amount	New 2006 Projects	Total 2006 Budget	Local	Grant
15. Maintenance Equipment:									
Refrigerant Reclaim System	06521	10,000	-	10,000	-	-	-	-	-
Floor Scrubber	28139	12,000	-	12,000	-	-	-	-	-
Bead Blaster	161	7,000	-	-	-	7,000	7,000	1,400	5,600
Division Subtotal		23,781,881	9,279,450	8,570,431	-	5,932,000	5,932,000	1,008,650	4,923,350
<b><u>Maintenance: Automotive (651000)</u></b>									
16. Support Vehicle Acquisition:									
Admin Vehicles (7)	28133	133,700	113,763	19,937	-	-	-	-	-
Custodian Vehicles (8)	06552	245,300	125,890	119,410	-	-	-	-	-
Maintenance Vehicle (1)	28129	25,000	2,127	22,873	-	-	-	-	-
Supervisor Vans (5)	28132	136,100	25,900	110,200	-	-	-	-	-
Warehouse Vehicle (1)	28130	24,100	-	24,100	-	-	-	-	-
Replacement 2005	28137	67,668	-	67,668	-	-	-	-	-
Expansion 2005	28138	72,351	-	72,351	-	-	-	-	-
Replacement 2006	162	665,089	-	-	-	665,089	665,089	665,089	-
Expansion 2006	163	31,000	-	-	-	31,000	31,000	6,200	24,800
17. Shuttle & Bus Plus Acquisition:									
Replacement 2003 (20)	26400	3,803,654	3,031,498	772,156	-	-	-	-	-
Replacement 2004 (27)	06551	925,000	57,089	867,911	-	-	-	-	-
Replacement 2004 (17)	24608	560,000	1,573	558,427	-	-	-	-	-
Bus Plus Vehicles	73938	800,000	289	799,711	-	-	-	-	-
Shuttle Replacement 2005	91106	90,113	-	90,113	-	-	-	-	-
Shuttle Replacement 2005	06554	862,692	-	862,692	-	-	-	-	-
Shuttle Replacement 2006	164	299,911	-	-	-	299,911	299,911	59,982	239,929
Shuttle Replacement 2006	164	372,649	-	-	-	372,649	372,649	372,649	-
18. Vanpool Vans Replacement 2006	165	1,056,000	-	-	-	1,056,000	1,056,000	211,200	844,800
19. Shop Diagnostic Tool	166	12,840	-	-	-	12,840	12,840	2,568	10,272
Division Subtotal		10,183,167	3,358,129	4,387,549	-	2,437,489	2,437,489	1,317,688	1,119,801
Department Total		35,409,694	12,637,579	13,654,780	70,000	9,047,335	9,117,335	3,074,184	6,043,151





## 2006 CAPITAL BUDGET BY DIVISION / PROJECT

					2006 Project Budget			2006 Project Funding	
Department / Division / Project Title	Project Number	Project Grand Total	Prior Years Expenditures	2005 YE Estimates	2005 Carryover Amount	New 2006 Projects	Total 2006 Budget	Local	Grant
TECHNOLOGY & TRANSIT DEVELOPMENT									
<u>Construction Projects (411000)</u>									
Base Facility Expansion:									
20. Phase II - Admin/Training Building 5									
Base Facility Expansion	04116	967,922	534,467	433,455	-	-	-	-	-
Base Facility Expansion	24800	2,595,731	2,237,357	358,374	-	-	-	-	-
Base Facility Expansion	24803	1,187,500	2,039	1,185,461	-	-	-	-	-
Base Facility Expansion	32500	700,547	495,237	205,310	-	-	-	-	-
Base Facility Expansion Phase II	32502	3,688,798	690,652	2,998,146	-	-	-	-	-
21. Phase III:									
Phase III	167	4,118,600	157,583	500,000	1,241,437	2,219,580	3,461,017	1,518,364	1,942,653
Headquarters Gate Enhancements	167	360,000	-	216,000	144,000	-	144,000	144,000	-
22. Roy Y Park & Ride Redevelopment	168	596,272	-	13,900	284,850	297,522	582,372	582,372	-
23. Park & Ride Study	169	309,000	-	-	309,000	-	309,000	309,000	-
24. Parkland Transit Center:									
Design	170	100,000	496	35,000	64,504	-	64,504	64,504	-
Construction	170	2,000,000	-	-	2,000,000	-	2,000,000	400,000	1,600,000
25. Peninsula Park & Ride:									
Design/Site Selection	171	300,000	75,602	224,398	-	-	-	-	-
Project Support	171	22,294	-	-	22,294	-	22,294	22,294	-
Acquire Land	171	1,800,000	-	1,228,736	571,264	-	571,264	77,121	494,143
Environmental/Design	171	674,566	-	-	674,566	-	674,566	91,066	583,500
2006 Activity	171	2,428,316	-	-	-	2,428,316	2,428,316	2,428,316	-
2006 Activity	171	9,604,734	-	-	-	9,604,734	9,604,734	9,604,734	-
26. Tacoma Dome Station Streetscapes:									
Tac Dome Sta Streetscapes	24701	2,387,283	1,077,021	1,310,262	-	-	-	-	-
Tac Dome Sta Streetscapes	61003	160,000	81,692	78,308	-	-	-	-	-
Tac Dome Sta Streetscapes	61004	246,000	135,848	110,152	-	-	-	-	-
Tac Dome Sta Streetscapes	64207	110,000	96,953	13,047	-	-	-	-	-
Tac Dome Sta Streetscapes	64208	220,000	99,146	120,854	-	-	-	-	-
27. TDS Bike Stations	172	176,658	-	20,000	156,658	-	156,658	21,149	135,509
28. CNG Fueling/Compressor:									
CNG Fueling/SEP (WSU)	64215	207,000	56,938	150,062	-	-	-	-	-
CNG Fueling 4th Compressor	31602	498,477	2,013	496,464	-	-	-	-	-
Compressor	96916	1,050,000	999,962	50,038	-	-	-	-	-



## 2006 CAPITAL BUDGET BY DIVISION / PROJECT

Department / Division / Project Title	Project Number	Project Grand Total	Prior Years Expenditures	2005 YE Estimates	2006 Project Budget			2006 Project Funding	
					2005 Carryover Amount	New 2006 Projects	Total 2006 Budget	Local	Grant
29. Lakewood Mini Bus Shop	173	455,222	-	100,000	355,222	-	355,222	355,222	-
30. Passenger Facility Renovation Project:									
Replacement	174	250,000	8,986	75,000	166,014	-	166,014	166,014	-
Expansion	174	75,000	19,913	-	55,087	-	55,087	11,017	44,070
Expansion 2006	174	160,811	-	-	-	160,811	160,811	160,811	-
Transit Center/P&R Shelters	174	252,000	34,184	17,525	200,291	-	200,291	200,291	-
31. Tacoma Mall TC Busway Pavement Repair	175	225,450	-	-	-	225,450	225,450	180,360	45,090
32. 121st Street Improvements	176	125,000	-	-	-	125,000	125,000	125,000	-
33. Transit Center Style Shelters	177	250,000	-	-	250,000	-	250,000	33,750	216,250
34. Advertising Shelters for SR-7 & SR-161	178	187,963	-	7,907	180,056	-	180,056	180,056	-
Division Subtotal		38,491,144	6,806,089	9,948,399	6,675,243	15,061,413	21,736,656	16,675,441	5,061,215
<b><u>Bus Stop Program (412000)</u></b>									
35. Bus Stop Replacement	179	87,900	-	54,000	33,900	-	33,900	4,577	29,324
36. SR-7 Pacific Avenue	92108	100,000	90,164	9,836	-	-	-	-	-
37. SR-7 Wal-Mart Layover	180	170,000	-	50,000	120,000	-	120,000	120,000	-
Division Subtotal		357,900	90,164	113,836	153,900	-	153,900	124,577	29,324
<b><u>Community Services-Vanpool (463000)</u></b>									
38. Vanpool Purchase 2005:									
Expansion 02 (17)	31604	250,407	147,685	102,722	-	-	-	-	-
Expansion 03 (12)	04610	373,931	288,761	85,170	-	-	-	-	-
Expansion 03 (8)	26402	250,407	3,514	246,893	-	-	-	-	-
Expansion 04 (20)	04612	480,000	-	480,000	-	-	-	-	-
Replacement 03 (2)	26401	620,596	286,362	334,234	-	-	-	-	-
Replacement 04 (44)	04613	1,056,000	3,160	1,052,840	-	-	-	-	-
Replacement 05	91107	62,500	-	62,500	-	-	-	-	-
Replacement 05	04614	971,500	-	971,500	-	-	-	-	-
Expansion 05	74307	231,590	-	231,590	-	-	-	-	-
Division Subtotal		4,296,931	729,482	3,567,449	-	-	-	-	-
<b><u>Marketing (441000)</u></b>									
39. Transit Center Signage	04422	100,000	-	100,000	-	-	-	-	-
40. HP Wide Color Plotter	181	18,000	-	-	-	18,000	18,000	18,000	-
Division Subtotal		118,000	-	100,000	-	18,000	18,000	18,000	-



## 2006 CAPITAL BUDGET BY DIVISION / PROJECT

Department / Division / Project Title	Project Number	Project Grand Total	Prior Years Expenditures	2005 YE Estimates	2006 Project Budget			2006 Project Funding	
					2005 Carryover Amount	New 2006 Projects	Total 2006 Budget	Local	Grant
<b><u>Operations Planning (451000)</u></b>									
41. Downtown Tacoma Corridor Tech	182	600,000	40,937	135,000	424,063	-	424,063	-	424,063
42. Signal Priority	183	2,121,138	1,819,795	36,000	265,343	-	265,343	-	265,343
43. CPTC Signalized Crossing	184	70,000	-	-	70,000	-	70,000	70,000	-
44. Pedestrian Signal @ Allenmore	185	135,300	-	50,000	85,300	-	85,300	85,300	-
45. Signal Priority Investmt. & Deployment Plan	186	52,500	-	-	-	52,500	52,500	52,500	-
Division Subtotal		2,978,938	1,860,732	221,000	844,706	52,500	897,206	207,800	689,406
<b><u>Information Systems (262000)</u></b>									
46. Regional Trip Planning	64201	251,201	220,763	30,438	-	-	-	-	-
47. Data Storage Equipment Upgrade	02603	106,090	-	106,090	-	-	-	-	-
48. Server Replacement	02611	55,000	-	55,000	-	-	-	-	-
49. LAN Equipment Replacement	02612	15,000	-	15,000	-	-	-	-	-
50. Backup System Replacement	187	83,994	-	-	83,994	-	83,994	83,994	-
51. Recording System Replacement	188	81,403	-	-	81,403	-	81,403	81,403	-
52. Help Desk Upgrade	02616	23,690	-	23,690	-	-	-	-	-
53. Server Replacement	189	80,000	-	-	-	80,000	80,000	80,000	-
54. Data Storage Upgrade	190	54,636	-	-	-	54,636	54,636	54,636	-
55. Network Switch Upgrade	191	36,191	-	-	-	36,191	36,191	36,191	-
Division Subtotal		787,205	220,763	230,218	165,397	170,827	336,224	336,224	-
<b><u>Project Management (263000)</u></b>									
56. Finance/Maintenance System Replacement:	192	1,097,187	766,203	101,018	229,966	-	229,966	229,966	-
57. Mobile Communication System:									
SHUTTLE Onboard System 04	193	2,200,000	-	-	2,200,000	-	2,200,000	2,200,000	-
Mobile Communication System	193	15,843,371	200,772	105,011	15,810,942	(273,354)	15,537,588	15,537,588	-
58. SHUTTLE Software Replacement:									
SHUTTLE Software Repl 04	194	300,000	1,605	-	298,395	-	298,395	298,395	-
SHUTTLE System Repl 04	194	568,858	162,286	350,300	56,272	-	56,272	56,272	-
SHUTTLE System Repl 04	194	250,000	222,962	27,038	-	-	-	-	-
59. Agency Intranet	195	8,000	-	8,000	-	-	-	-	-
60. EZ Rider II	196	633,000	242,027	63,737	327,236	-	327,236	-	327,236



## 2006 CAPITAL BUDGET BY DIVISION / PROJECT

Department / Division / Project Title	Project Number	Project Grand Total	Prior Years Expenditures	2005 YE Estimates	2006 Project Budget			2006 Project Funding	
					2005 Carryover Amount	New 2006 Projects	Total 2006 Budget	Local	Grant
61. Smart Card:									
Boeing	197	43,050	-	-	43,050	-	43,050	-	43,050
Fare Integration	98222	1,077,593	831,148	246,445	-	-	-	-	-
ITS (ST)	197	380,729	-	-	380,729	-	380,729	-	380,729
Metro Formula	197	890,168	-	108,368	781,800	-	781,800	-	781,800
ST Fare Integ Fund(ST)	197	1,886,283	-	-	1,886,283	-	1,886,283	-	1,886,283
ST Technology	197	258,300	4,551	87,270	166,479	-	166,479	-	166,479
62. GIS Upgrade	198	21,218	-	-	-	21,218	21,218	4,244	16,974
63. Document Mgmt & Records Compliance System	199	25,000	-	-	-	25,000	25,000	25,000	-
64. Digital Camera System for Buses	200	363,000	-	-	-	363,000	363,000	363,000	-
Division Subtotal		25,845,757	2,431,554	1,097,187	22,181,152	135,864	22,317,016	18,714,465	3,602,551
Department Total		72,875,875	12,138,784	15,278,089	30,020,398	15,438,604	45,459,002	36,076,507	9,382,495
FINANCE AND ADMINISTRATION									
<u>Purchasing &amp; Warehousing (231000)</u>									
65. Copier Replacement Program 2005	12335	65,000	-	65,000	-	-	-	-	-
66. Copier Replacement Program 2006	201	75,000	-	-	-	75,000	75,000	75,000	-
Division Subtotal		140,000	-	65,000	-	75,000	75,000	75,000	-
<u>Accounting (241000)</u>									
67. Coin Sorter	202	15,100	-	-	-	15,100	15,100	15,100	-
Division Subtotal		15,100	-	-	-	15,100	15,100	15,100	-
Department Total		155,100	-	65,000	-	90,100	90,100	90,100	-
Grand Total		\$ 108,778,039	\$ 24,776,363	\$ 28,997,869	\$ 30,090,398	\$ 24,913,409	\$ 55,003,807	\$ 39,578,161	\$ 15,425,646



## 2006 BUDGET CAPITAL BUDGET OPERATING COSTS

### 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 as appropriate on replacement equipment.
- Savings associated with capital projects have been recognized.

The Capital Budget estimated operating cost increases for 2006 are included in the Operating Budget of the appropriate division. Operating cost increases in subsequent years will be recognized in the appropriate year and incorporated in the Six-Year Financial Plan.

1. Server replacement  
Service agreement \$6,900 annually
2. Marketing printer and plotter replacement  
Service agreement \$6,750 annually
3. Agency plotter replacement  
Service agreement \$1,800 annually
4. Signal priority investment and deployment plan  
Project management FTE support \$3,600
5. Lakewood Station Connector  
Bus costs \$400,000 annually
6. Passenger facility renovation  
Lighting \$3,072 annually
7. Department of Transportation traffic cameras  
Pole rental \$400 annually
8. Dispatch IVR, Interactive Voice Recorder  
Service agreement \$7,000 annually



**2006 BUDGET**  
**CAPITAL BUDGET OPERATING COSTS**

The Capital Budget estimated operating cost savings for 2006 are included in the Operating Budget of the appropriate division. Operating cost savings in subsequent years will be recognized in the appropriate year and incorporated in the Six-Year Financial Plan.

1. Peninsula Park & Ride  
Reduction in minutes per trip  
Savings \$3,461 annually
2. Vanpool Vehicle Replacements  
Reduced maintenance costs  
Savings \$48,136 annually



## Community-Wide Security Awareness

The terrorist attacks of September 11, 2001, ushered in a new era for security awareness and emergency preparedness in the United States. As federal, state, and local public safety organizations assess their capabilities to manage the new threat environment, so too, Pierce Transit is improving both security and emergency awareness. However, it can't be done alone. The commitment to ensure the safety of the transit system will depend upon the collaborative efforts of transit employees, passengers, local police, neighborhood residents, and the public at large. In addition to Agency public safety staff and contracted security officers, Pierce Transit employs off-duty police officers from local police departments to help us in identifying and reducing specific problem activity within our service area.

Day-to-day security has benefited from this increased awareness and commitment to security. Pierce Transit officers have received national recognition for their dedication. Specifically, contracted security officer William Mack received the American Police Hall of Fame "Civilian Medal of Appreciation" in recognition of his "support of the law enforcement profession" for his exemplary work, diligence, and professionalism during three specific incidents at the Tacoma Dome Station. Officer Mack identified and held, until police arrived, a person suspected of assaulting a transit operator; reported illegal activity and assisted police in the arrest of the suspect for theft from a vehicle, destruction of property, and possession of a prohibited weapon; and provided information to local police that resulted in the apprehension of two vehicle prowler suspects.

Through Officer Mack's diligence, perseverance, professionalism and attention to detail, these three incidences and many more have resulted in arrests and prosecutions.







## 2006 BUDGET INSURANCE BUDGET

### In brief:

Three categories of self-insurance -

Liability

Workers' Compensation

Unemployment Insurance

Reserve Requirement -

\$4,000,000

In 2006 -

A decrease of \$262,900 from the 2005 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.

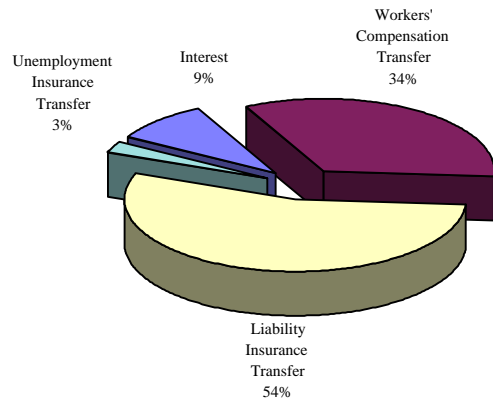
The reserve level is set to adequately protect the Agency from self-insurance risks. The risks associated with self-insurance and the adequacy of the reserve fund level is evaluated annually, with an appropriate contribution made to the insurance reserve to meet continued self-insurance requirements 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 \$129,500 in 2006.

To augment the liability insurance fund, the Agency will purchase supplemental liability insurance of \$16 million in excess of \$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 million self-insurance retention (deductible).

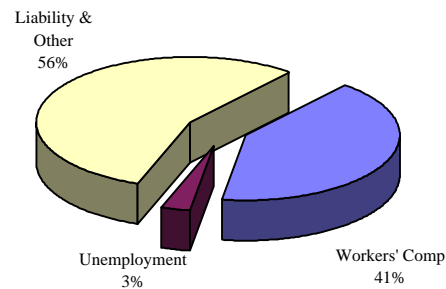
An Insurance Summary provides a comparison of the 2006 Budget with 2005, and 2004. The insurance expenditures by account category are also included. Property and liability insurance costs are included in the Operating Budget.



## Insurance Revenues



## Insurance Expenditures

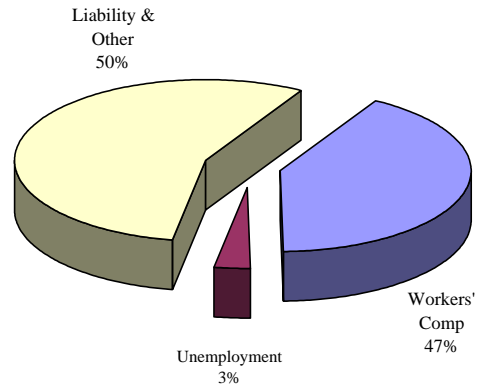


## 2006 BUDGET INSURANCE SUMMARY

(rounded to the nearest \$100)	2004 YEAR-END ACTUALS	2005 AMENDED BUDGET	2005 YEAR-END ESTIMATE	2006 BUDGET	% CHANGE 2006 TO 2005 EST.
<b>INSURANCE REVENUES</b>					
Liability Insurance Interest	\$61,800	\$71,000	\$55,500	\$71,800	29.4%
Workers' Comp. Interest	6,400	56,200	82,100	53,700	-34.6%
Unemployment Insurance Interest	14,000	3,700	5,100	4,000	-21.6%
<b>INSURANCE REVENUES</b>	<b>82,200</b>	<b>130,900</b>	<b>142,700</b>	<b>129,500</b>	<b>-9.3%</b>
Liability Insurance Transfer	1,368,300	467,900	468,000	770,800	64.7%
Workers Comp. Transfer	1,186,000	415,100	415,100	475,700	14.6%
Unemployment Insurance Transfer	87,200	29,200	29,200	35,900	22.9%
<b>INSURANCE REVENUES AND TRANSFERS</b>	<b>2,723,700</b>	<b>1,043,100</b>	<b>1,055,000</b>	<b>1,411,900</b>	<b>33.8%</b>
<b>BEGINNING BALANCES</b>					
Liability Insurance	3,157,100	3,227,800	3,751,100	3,410,800	-9.1%
Workers' Comp. Insurance	1,512,200	1,514,800	1,498,700	719,900	-52.0%
Unemployment Insurance	1,055,100	1,069,300	1,095,200	1,049,500	-4.2%
<b>BEGINNING BALANCES</b>	<b>5,724,400</b>	<b>5,811,900</b>	<b>6,345,000</b>	<b>5,180,200</b>	<b>-18.4%</b>
<b>TOTAL INSURANCE REVENUES AND BEGINNING BALANCES</b>	<b>8,448,100</b>	<b>6,855,000</b>	<b>7,400,000</b>	<b>6,592,100</b>	<b>-10.9%</b>
<b>INSURANCE EXPENDITURES</b>					
Liability and Other Insurance	836,000	1,550,000	863,800	1,437,100	66.4%
Workers' Comp. Insurance	1,205,900	1,225,000	1,276,000	1,075,000	-15.8%
Unemployment Insurance	61,100	80,000	80,000	80,000	0.0%
<b>INSURANCE EXPENDITURES</b>	<b>2,103,000</b>	<b>2,855,000</b>	<b>2,219,800</b>	<b>2,592,100</b>	<b>16.8%</b>
<b>ENDING BALANCES</b>					
Liability Insurance	3,751,200	2,216,800	3,410,800	2,816,100	-17.4%
Workers' Comp. Insurance	1,498,700	761,100	719,900	174,400	-75.8%
Unemployment Insurance	1,095,200	1,022,100	1,049,500	1,009,500	-3.8%
<b>ENDING BALANCES</b>	<b>6,345,100</b>	<b>4,000,000</b>	<b>5,180,200</b>	<b>4,000,000</b>	<b>-22.8%</b>
<b>TOTAL INSURANCE EXPENDITURES AND ENDING BALANCES</b>	<b>\$8,448,100</b>	<b>\$6,855,000</b>	<b>\$7,400,000</b>	<b>\$6,592,100</b>	<b>-10.9%</b>



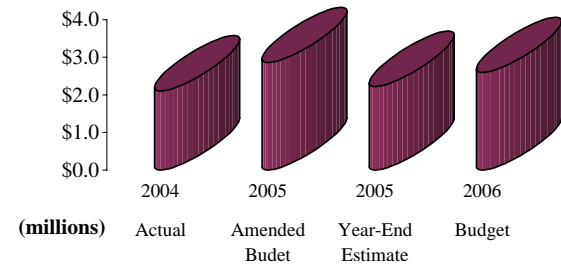
**Insurance Expenditure Comparison**



## 2006 BUDGET INSURANCE EXPENDITURE COMPARISON

Description	2004 ACTUAL	2005 AMENDED BUDGET	2005 YEAR END ESTIMATE	2006 BUDGET	% Change 2006 Budget to 2005 YE EST.	% Change 2006 Budget to 2005 Budget
Liability and Other Insurance						
Liability	\$ 321,155	\$ 1,175,000	\$ 358,000	\$ 870,368	143.12%	-25.93%
Light Duty	166,527	170,000	125,000	170,000	36.00%	0.00%
Professional Services	62,216	83,500	105,000	111,000	5.71%	32.93%
Legal Services	148,467	120,000	125,000	135,000	8.00%	12.50%
Other Expenses	516	1,500	750	750	0.00%	-50.00%
Liability & Other Insurance	698,881	1,550,000	713,750	1,287,118	80.33%	-16.96%
Workers' Comp. Insurance	1,343,063	1,225,000	1,426,000	1,225,000	-14.10%	0.00%
Unemployment Insurance	61,078	80,000	80,000	80,000	0.00%	0.00%
<b>TOTAL SELF-INSURANCE</b>	<b>\$ 2,103,022</b>	<b>\$ 2,855,000</b>	<b>\$ 2,219,750</b>	<b>\$ 2,592,118</b>	<b>16.78%</b>	<b>-9.21%</b>

**Expenditure Summary**







# Appendix



## 2006 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  
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  
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  
UZA – Urbanized Area  
VP – Vanpool  
WSDOT – Washington State Department of Transportation  
YE – Year End



## 2006 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 expenditures 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.



## 2006 BUDGET GLOSSARY

*Bond* – Long-term debt issued by an agency to help finance new acquisitions of property, facilities and equipment.

*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.

*BusPLUS* – A hybrid service that does not carry the requirement for complementary ADA paratransit service and is differentiated from fixed route service in that the service permits customer-initiated deviations from route schedules. 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* – A federal program that funds transportation projects that will contribute to meeting the attainment of national ambient air quality standards.





## 2006 BUDGET GLOSSARY

*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.

*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.

*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 operations, maintenance, and human resources.

*Division* – A sub-organizational unit of a Department responsible for achievement of specific Agency objectives such as service coordination, facilities maintenance, and purchasing.

*DOT* – U.S. 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. Washington State Department of Transportation. The state agency responsible for carrying out state transportation programs including public transportation.

*Encumbrances* – A classification of expenditures committed for goods or services for which cash payments have not been made.



## 2006 BUDGET GLOSSARY

*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.

*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.



## 2006 BUDGET GLOSSARY

*Insurance Fund Account* – This account reflects the Agency's two self-insured risk management programs: unemployment and liability. 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.

*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* – 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.



## 2006 BUDGET GLOSSARY

*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.

*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 federal 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).

*Replacement* – Capital items having reached the end of a minimum normal service life.



## 2006 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 number of passenger trips by the total amount of fares collected.

*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.

*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.



## 2006 BUDGET GLOSSARY

*Specialized Transportation* – A major Agency program whereby transportation services are provided to the area disabled.

*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.

*Transfers* – Amounts transferred from the operating budget to the insurance and capital budgets. These amounts represent the annual contribution to these budgets.

*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.



