2008

Pierce Transit **BUDGET** Lakewood, WA

PIERCE TRANSIT

The photograph on the cover of this document features one of the new "Euro-style" 40–foot buses that recently joined the Pierce Transit fleet. The tinted glass on the windshield and on the side windows gives the bus a distinctive look and helps keep the interior of the bus cooler in warm weather. The addition of these buses brings the total number of clean-burning compressed natural gas powered buses to 195.

Cover and dividers' photos and design by Lind Simonsen and Lorie Bartnes

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

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2008 BUDGET

Fiscal Year January 1, 2008 through December 31, 2008

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For budget and other information about Pierce Transit visit www.piercetransit.org

In brief:

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

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

Document Organization

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

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

The **Budget Summary** provides a Financial Overview 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 Operating Statistics. The Financial Overview provides a comparison between the 2006 year-end actuals, 2007 amended budget, 2007 year-end estimate, and 2008 budget totals.

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

The **Capital Budget** includes a Capital Budget Introduction, Capital Summary of financial comparisons, Capital Budget Summary by Department, Capital Budget by Division/Project, and the 2008 – 2013 Six-Year Capital Plan.

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

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

2008 BUDGET
QUICK REFERENCE GUIDE

In brief:

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

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

To find:	*Refer to:*	*Section:*	*Page(s):*
• The overall policies which guided the 2008 Budget	Chief Executive Officer's Budget Transmittal Budget In Brief	Introduction	11-27
• The Agency's major expenditures and revenue sources	Overall Summary	Budget Summary	59
• The long-term financial outlook of the Agency	The Next Six Years; Financial Forecast	Introduction	52
• Capital projects planned for 2008	Capital Budget	Capital Budget	213
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Pierce Transit is committed to keeping the air of the Northwest Region clean. All the buses in the Pierce Transit fleet operate on clean-burning compressed natural gas that significantly reduces carbon monoxide and nitrogen oxide emissions, and virtually eliminates particulate emissions, when compared to diesel vehicles. Each day a person rides the bus instead of driving their car, they keep 20 pounds of harmful greenhouse gases out of the atmosphere.

Pierce Transit BUDGET 2008

INTRODUCTION

PIERCE TRANSIT

2008 BOARD OF COMMISSIONERS

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

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

Commissioner John Ladenburg
Pierce County Executive
CHAIRMAN
Term Expires 5/1/08

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

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

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

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

Commissioner John Arbeeny
Lakewood City Council
Term Expires 5/1/08

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

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

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

2008 ORGANIZATIONAL CHART

CITIZENS OF PIERCE COUNTY

BOARD OF COMMISSIONERS

GENERAL COUNSEL

CHIEF EXECUTIVE OFFICER
Lynne Griffith

CLERK OF THE BOARD,
ASSISTANT TO CEO
Treva Percival

EXECUTIVE DEPARTMENT
Lynne Griffith,
Chief Executive Officer

Department Admin

OFFICE OF EXECUTIVE SERVICES
- Office Admin
- Occupational Safety

OFFICE OF INFORMATION TECHNOLOGY
- Office Admin
- Information Systems
- Telecommunications

OFFICE OF PUBLIC SAFETY
- Physical Security
- Transit Security

TRANSPORTATION SERVICES DEPARTMENT
Sam Desue, Vice President

Department Admin

OFFICE OF FLEET MAINTENANCE
- Office Admin
- Maintenance Automotive
- Maintenance Bus
- Maintenance Training

OFFICE OF OPERATIONS
- Office Admin
- Fixed Route Admin
- Fixed Route Dispatch
- Fixed Route Operations
- SHUTTLE Admin
- SHUTTLE Operations

OFFICE OF SERVICE QUALITY
- Office Admin
- Bus Safety & Training
- Operations Communications Admin
- Operations Communications Operations
- Service Support Admin
- Service Support Operations

CAPITAL DEVELOPMENT DEPARTMENT
Gregg Snyder, Vice President

Department Admin

Project Management

OFFICE OF REAL ESTATE & FACILITIES
- Office Admin
- Bus Stop Program
- Capital Facilities & Construction Projects
- Facilities Management

POLICY, PLANNING & PUBLIC AFFAIRS DEPARTMENT
Louise Bray, Vice President

Department Admin

OFFICE OF PLANNING & SCHEDULING
- Office Admin
- Planning
- Scheduling

OFFICE OF PUBLIC AFFAIRS
- Office Admin
- ADA
- Marketing
- Vanpool

HUMAN RESOURCES DEPARTMENT
Alberto Lara, Vice President

Human Resources

FINANCE, AUDIT & ADMINISTRATION DEPARTMENT
Wayne Fanshier,
Vice President

Department Admin

Risk Management

OFFICE OF FINANCE
- Office Admin
- Accounting
- Budgeting
- Revenue Accounting

OFFICE OF PROCUREMENT, WAREHOUSING & ADMININSTRATIVE SERVICES
- Office Admin
- Admin Services
- Purchasing
- Warehousing

2008 BUDGET TRANSMITTAL
BUDGET IN BRIEF

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

NOVEMBER, 2007
TO: PIERCE TRANSIT BOARD OF COMMISSIONERS, CITIZENS AND EMPLOYEES
FROM: LYNNE GRIFFITH, CHIEF EXECUTIVE OFFICER

I am pleased to present the 2008 Budget to the Board of Commissioners. This budget builds upon the current budget, which is balanced and sustainable, while funding innovative capital and operating programs that strategically position Pierce Transit for the future.

Providing quality and reliable services to our customers and the community, and creating an excellent work environment for our employees will always be our first priority. The 2008 Budget dedicates new financial resources to achieve these goals. Service improvements that address the schedule, maintenance, and recovery time for our fixed route bus network is a key initiative in the 2008 budget. Growth throughout Pierce County has created unprecedented levels of traffic congestion and travel delays. Simply stated, it takes longer to get around, and buses are not immune to this condition. Additional time must be built into our schedules to ensure dependable travel times for our customers and to reduce stress being experienced by our coach operators.

Our customers and the community will also benefit from the expansion of Pierce Transit's Public Safety program. New emphasis will be placed on the security and safety of our customers and employees. The proposed enhancements to the program emphasize effective and efficient public safety response. A multi-faceted strategy has been developed that coordinates in-house police resources, the off-duty uniformed police officers, in-house security, technology, such as cameras on buses, and local and regional emergency preparedness. Customer comfort when waiting for or riding a Pierce Transit bus is a high priority. To ensure our customers feel safe while using the system, increased Public Safety visibility is proposed throughout the system.

Pierce Transit continues to explore effective ways to meet the transportation needs of Pierce County residents. It is also important that our services contribute to the economic vitality and livability of our communities both locally and regionally. The Agency's realignment, which is largely complete, has organized transit programs and staff to meet these objectives.

The Strategic Positioning Project implemented last spring is also nearing completion. This Project looked at local and regional trends that helped identify high-impact, highly likely future scenarios the Agency will need to prepare for. There will be an increased demand for flexible transit services that meet the needs of an aging population, effective solutions that serve commuter needs, and reduce traffic congestion. Real-time schedule and bus arrival information will be essential as the Agency becomes increasingly dependent on technology. Attracting skilled workers will become more difficult and Pierce Transit will continue to see rising health care and employee-related costs as nearly one third of our workforce reaches retirement age.

As a result of the Strategic Positioning Project, the Board charged the staff to conduct a series of white boarding exercises to explore optimal services, supporting facilities and infrastructure, security, public image, employee involvement, and rapid cycle improvements across the system. The results of those exercises will be presented to the Board early next year and specific action plans and costs will be developed throughout 2008. Results will address future technology and service needs, support climate change environmental initiatives, determine our role in land-use planning, and define effective ways to involve the Board, customers, and our employees in defining a long-range vision for Pierce Transit. The Organizational Development contract recently approved by the Board will launch this effort.

We are excited about the results of the Strategic Positioning Project and the future this process has so clearly defined. There are of course challenges and difficult decisions and choices ahead for the Board and Pierce Transit. The 2008 Budget begins to address some of these decisions and highlights the factors contributing to the changes from the 2007 budget.

The specifics of our 2008 Budget and the factors contributing to the changes from 2007 are continued in the following pages of my budget transmittal / budget in brief.

Lynne Griffith, Chief Executive Officer

In brief:

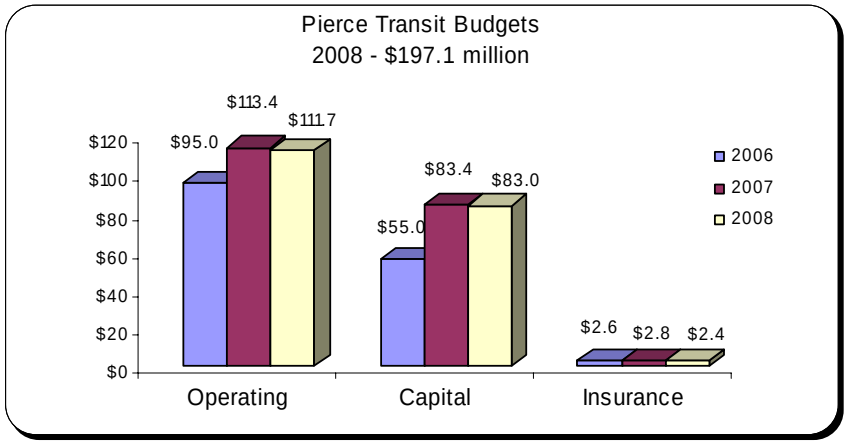
Pierce Transit is a single enterprise fund. The 2008 preliminary balanced budget totals $197,068,700. Internal transfers are $505,500 resulting in a net budget of $196,563,200.

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

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

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

Agency Budget Summary



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

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

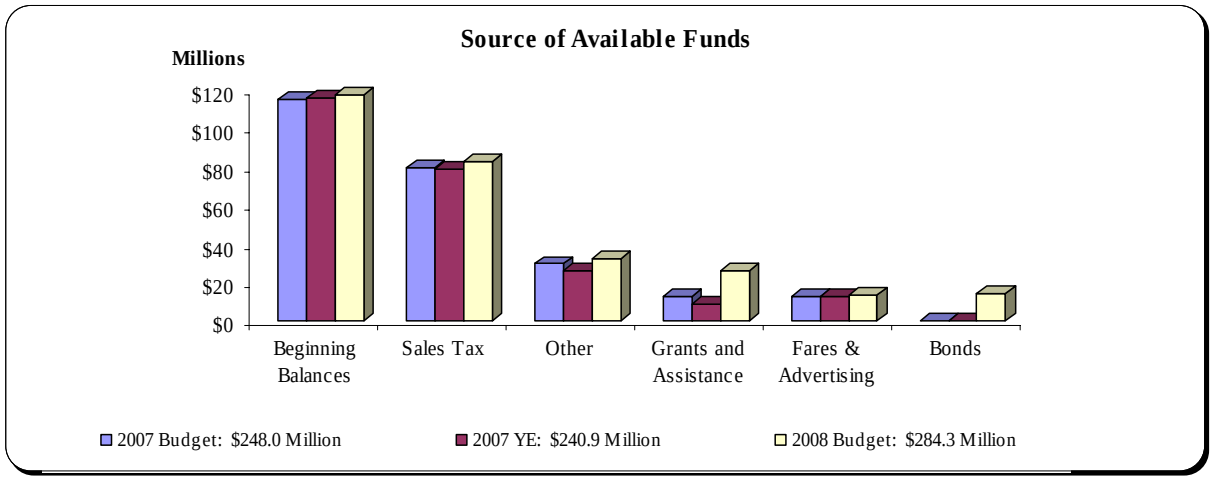
The insurance budget for administering self-insurance programs includes projected revenues for interest earnings on the insurance fund balance and transfers from the operating fund. Insurance expenditures include liability self-insurance claims, professional services, legal services, workers' compensation,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

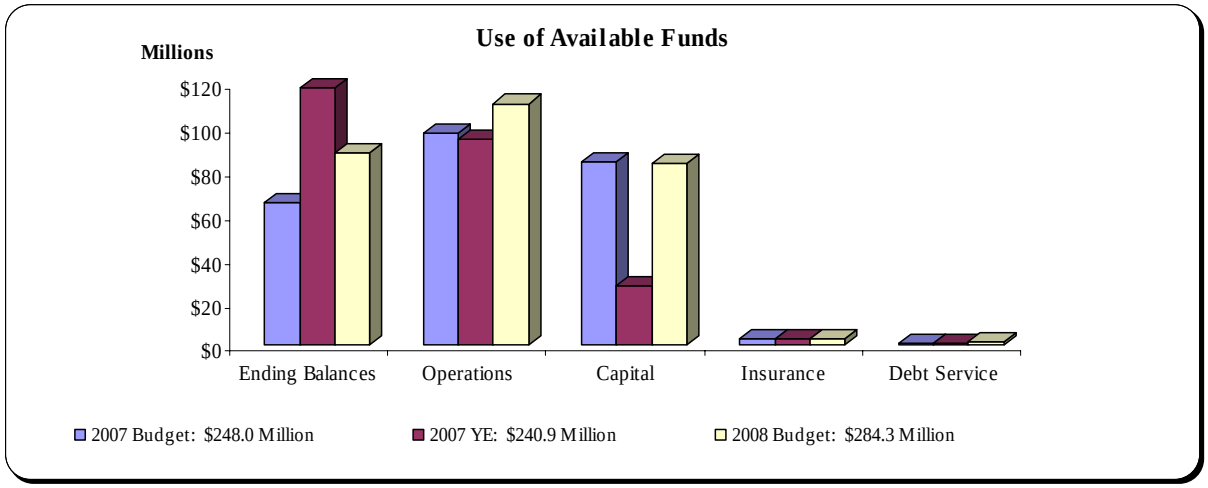
A look at the future and the past

A comparison of revenues and expenditures including beginning balances and ending balances for the total Agency 2007 budget, the 2007 year-end estimates, and the 2008 budget is shown.

The change in 2008 revenues is a projected increase in sales tax and the inclusion of $14 million in bond revenue for the Peninsula Park and Ride. The fare increase is based on estimated ridership projections.

Expenditure increases are driven by service improvements, system growth, personnel costs for wage and labor agreement adjustments, health and retirement benefits, fuel costs, and capital projects including carryover projects from 2007.





In brief:

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

Operating Revenues – Funds received to pay for ongoing operations.

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

Non-Operating Expenditures – 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 designated balances.

Operating Budget

The 2008 operating revenues of $126,456,400 support the operating expenditures of $109,238,200, non-operating expenditures of $1,944,100, and operating transfers of $505,500. The operating budget revenue for 2008 is increasing by 8.6% and operating expenditures are increasing 13.9% over 2007 budget. The $14.8 million addition to designated fund balance will support the Agency's expenditures over the next six years.

	2007 Amended Budget	2007 Year-End Estimate	2008 Budget	Budget to Budget Change Amount	%
Operating Revenues	$ 116,449,700	$ 115,315,600	$ 126,456,400	$ 10,006,700	8.6%
Operating Expenditures	(95,878,700)	(92,923,700)	(109,238,200)	13,359,500	13.9%
	20,571,000	22,391,900	17,218,200		
Non-Operating Expenditures	(1,345,200)	(1,671,600)	(1,944,100)		
Operating Transfers	(16,142,000)	(16,337,300)	(505,500)		
Net Change - Designated Balances	$ 3,083,800	$ 4,383,000	$ 14,768,600		

Non-Operating Expenditures includes debt service for the authorized debt financing for the Agency. The 2008 budget includes a principal and interest bond payment of $488,000 to satisfy the debt service requirement of the 1999 refinancing bonds. There are three remaining payments. A debt service payment of $629,405 in July, 2008 is included for bond issuance of $14 million for the Peninsula Park and Ride.

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

In brief:

The type of revenue and 2008 dollar and percent change from 2007 budget are provided in the table and is briefly explained as follows.

Explanation of Change:

Fares –
ridership increase

Advertising –
advertising demand

Sales Tax – estimated increase

Operating Assistance –
preventive maintenance grants

Sound Transit –
reimbursement rate
services provided

Interest –
investment balance
interest rates

Other – salvage sales

Operating Revenues

	2007 Amended Budget	2007 Year-End Estimate	2008 Budget	Budget to Budget Change Amount	%
Operating Income					
Fares	$ 11,717,200	$ 11,878,600	$ 12,322,200	$ 605,000	5.2%
Advertising	837,500	837,500	900,000	62,500	7.5%
Sound Transit	16,289,300	16,508,300	18,616,900	2,327,600	14.3%
Non-Operating Income					
Sales Tax	79,366,200	78,203,700	82,113,900	2,747,700	3.5%
Preventive Maintenance	4,370,100	3,957,900	6,433,300	2,063,200	47.2%
Interest	1,982,200	2,061,600	2,995,300	1,013,100	51.1%
Other	288,200	272,500	365,900	77,700	27.0%
Operating Contributions	1,599,000	1,595,500	2,708,900	1,109,900	69.4%
	$ 116,449,700	$ 115,315,600	$ 126,456,400	$ 10,006,700	8.6%

Fares - Revenues are estimated based on ridership projections which are expected to grow 1.4% for the Agency in 2008. There is no fare increase scheduled for 2008.

Advertising - Revenues are increasing due to projected advertising demand.

Sound Transit - Pierce Transit is under contract with Sound Transit to provide regional express services that operate within and from Pierce County. For 2008, Sound Transit is increasing service hours 10% from 154,865 to 170,379. 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.

Sales Tax - The 2008 sales tax projection is based on a growth estimate of 5% over 2007 year-end estimate. It is a 3.5% increase over the 2007 Budget. If revenues exceed the projections, they will be used to accelerate services scheduled in the Six-Year Financial Plan.

Preventive Maintenance - This source is Federal Transit Administration (FTA) 5307 Preventive Maintenance dollars of $6,433,300 for 2008. The increase is a result of a change in the allocation of the funds to the Operating Budget to improve cash management as authorized by the FTA.

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.

Operating Contributions - Included in the Operating Contributions are grants with Pierce County for $71,000 for Commute Trip Reduction (CTR) administration and $120,000 for Pierce County Employer Services Programs. The remainder of the funds provide services required by the Americans with Disabilities Act (ADA) through an agreement with Pierce County for the use of federal formula funds and $1,484,600 for a Washington Department of Transportation grant for special needs transportation.

In brief:

The 2008 budget reflects the best use of the available funds for the effective, efficient, and convenient provision of service to the community.

The type of expenditures and 2008 dollar and percent change from 2007 budget is provided in the table and is briefly explained as follows.

Explanation of Change:

Wages –
- wage adjustments
- personnel

Benefits –
- medical premium increases
- retirement costs

Maintenance & Operating (M&O) –
- service increases
- fuel costs

Operating Expenditures

	2007 Amended Budget	2007 Year-End Estimate	2008 Budget	Budget to Budget Change Amount	%
Wages	$ 52,763,300	$ 50,594,900	$ 59,531,700	$ 6,768,400	12.8%
Benefits	15,078,600	14,362,900	19,166,100	4,087,500	27.1%
M & O	28,036,800	27,965,900	30,540,400	2,503,600	8.9%
Total Operations	95,878,700	92,923,700	109,238,200	13,359,500	13.9%
Non-Operating Expenditures	1,345,200	1,671,600	1,944,100	598,900	44.5%
Total	$ 97,223,900	$ 94,595,300	$ 111,182,300	$ 13,958,400	14.4%

The changes from the 2007 budget to the 2008 budget are as follows:

Wages - The 12.8% increase in wages includes scheduled wage adjustments, FTE increases to meet 2008 program enhancements, and the annualized cost of 2007 positions. The current Master Agreement with the transit union is for a three-year period, July 1, 2005 through June 30, 2008.

The 2008 Budget includes 1,073 positions and 1,038.2 full-time equivalents (FTEs). Program enhancements in 2008 include service improvements in route schedule, maintenance, and recovery time. Positions include 32 operators and 13 maintenance and service support personnel. Supporting these service improvements will be three quality assurance personnel and one contract administration manager. Specialized Transportation improvements will include four staff for administration and compliance with ADA.

An increased Agency focus on the safety and security of customers and employees will result in the conversion of the current contracted security service to a 23 member dedicated Agency security force properly trained and capable to meet the demands and emergency response requirements. There will also be an Occupational Safety Specialist hired to improve workplace safety.

Other program enhancements include the addition of four personnel for the expansion of employee services, training and development programs, and one administrative support person in both purchasing and capital development. Three current contract personnel supporting project and risk management and human resources are being converted to regular positions.

There are 86 new positions for an increase of 8.7% over 2007. The Transportation Services Department represents 851 or 79% of total positions.

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) is scheduled to increase the employer contribution rate from 6.13% to 8.31% of eligible wages effective July 1, 2008.

In brief:

Operating expenses for 2008 are projected to total $109.2 million.

Expenses are increasing $13.4 million over 2007 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, improved safety and security of our customers and employees, and inflation.

Maintenance and Operations - The focus for 2008 is on service improvements, safety and security of customers and employees, along with increased employee services and training and development. At the same time, the budget recognizes rising costs for non-controllable items.

Fuel - Fuel costs, representing approximately 5% of the operating budget, are increasing approximately $459,000. Compressed Natural Gas (CNG) comprises 40% of the fuel costs. The Pierce Transit fleet is 100% CNG powered. The CNG price reflects the current contract price of $1.003 and $1.066 that began in November 2007. The diesel and unleaded costs are based on the best information available.

The fuel prices from 2007 Amended Budget and 2008 Budget are shown below.

Fuel Prices

	2007 Budget	2008 Budget	$ Change 2007 Budget to 2008 Budget
Unleaded	$ 2.550	$ 2.400	$ -0.150
Diesel	$ 2.850	$ 2.670	$ -0.180
CNG Jan/Oct	$ 1.003	$ 1.066	$ 0.063
CNG Nov/Dec	$ 1.066	$ 1.021	$ -0.045

In brief:

Itemization of Budgetary Changes

The 2008 total operations budget is 13.9% above the 2007 budget. An itemization of this increase is shown in the following chart.

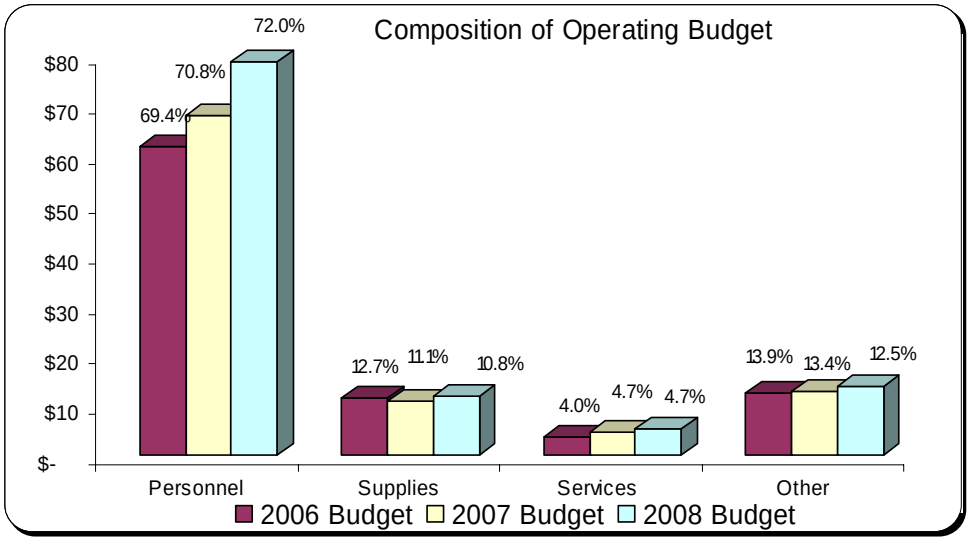
Category	% Change
Wages	7.1%
Benefits	4.3%
Services	0.6%
Supplies	0.7%
Fuel	0.5%
Repairs & Maintenance	0.4%
Rentals	-0.1%
Utilities	0.0%
Purchased Transportation	0.3%
Other	0.1%
Total	13.9%

Debt

Non-Operating Expenditures include debt service for the authorized debt financing for the Agency. The 2008 Budget includes the principal and interest bond payment of $488,000. There are three remaining payments to satisfy the debt service requirement of the 1999 refinancing bonds. A debt service payment of $629,405 in July, 2008 is included for and anticipated bond issuance of $14 million for the Peninsula Park and Ride. Additional information regarding debt service is in the Debt section of this document.

Operating Budget Composition

As shown on the graph below, 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 5%, and other 13% of the operating budget.



In brief:

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

Revenue Vehicles – 11%

Passenger Facilities and Amenities – 31%

Base Facilities – 21%

Technology – 31%

Other – 6%

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

Capital

Capital projects for 2008 are currently budgeted at $82,992,103. Approved but unspent projects are carried over to the following budget year. The 2008 budget contains approximately $56 million of prior year budgeted funds (carryover) the majority of which is for the Mobile Communications Project at $22.3 million and Peninsula Park & Ride at $12.7 million. Expenditures are supported by $23 million in grant revenue primarily from Sound Transit and the Federal Transit Administration. Operating costs or anticipated savings associated with significant non-routine capital expenditures such as personnel, maintenance, and utility costs have been included in the operating budgets of the responsible division.

	Carryover	New	Total
Revenue Vehicles			
Buses - 11 expansion, Bus PLUS - 5 replacement Vanpool Vans - 20 replacement, 10 expansion Shuttle Vehicles - 28 replacement, 1 expansion	$ 5,253,320	$ 3,541,588	$ 8,794,908
Passenger Facilities and Amenities			
Parkland Transit Center, Peninsula Park and Ride Project, Study of Tacoma Community College Transit Center	14,553,134	11,301,571	25,854,705
Base Facilities			
Incremental expansion to existing base to increase capacity and efficiency including reconfiguration of base parking and circulation, and safety improvements	10,600,575	7,001,368	17,601,943
Technology			
Mobile Communications System, Regional Fare Integration and Facility Condition Assessment	25,303,533	610,872	25,914,405
Other			
Support Vehicles, Administrative and Maintenance Equipment, Downtown Tacoma Signal Priority Project	649,235	4,176,907	4,826,142
	$ 56,359,797	$ 26,632,306	$ 82,992,103

Self-Insurance

The 2008 budget of $2,388,800 reflects a decrease of $363,000 from the amended 2007 budget of $2,751,800. Workers' Compensation costs are projected to decrease by 10% as a result of closer oversight of the Agency's Third Party Administrator and the Agency's light duty program. Third Party Liability costs are projected to decrease by 15.7% from 2007. Liability costs will be mitigated by aggressive claims management, continued safety training programs, and legal representation by the Agency's Risk Manager.

Ending Balances

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

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

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

Insurance reserve - a level adequate to protect the agency from self-insurance claims (currently $4 million).

In brief:

"Pierce County is stable."

Despite a little economic slowing, the local economy is expected to provide 5,600 new jobs in 2008 according to the Tacoma-Pierce County Chamber's Pierce County Economic Index report given during the Chamber's Horizons 2008 forecast event.

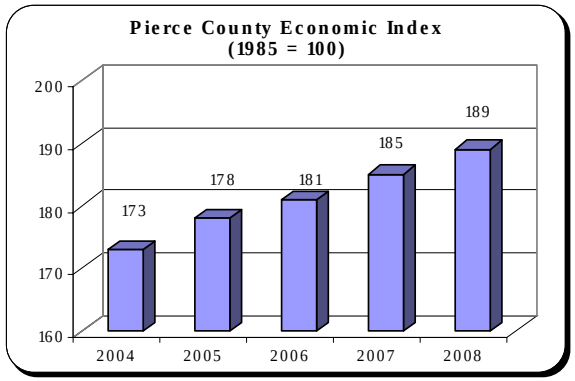
The Puget Sound Economic Forecaster editors agree. "The region grew twice as fast as the nation in 2007. While losing some steam, 2008 will still outperform its national counterpart."

And, January's Pacific Northwest Economic Update reported, "The forecast is for partial cloud cover for Washington and an overcast sky for Oregon this year; the chance of rain – a recession seems limited."

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 six tenths of one percent is anticipated to generate over $82 million dollars in sales tax revenue in 2008. In creating the long-term financial plan and preparing the annual budget, local conditions and issues are closely examined. A major source of information is The Pierce County Economic Index Report (PCEI). The report is provided annually and supported by major Pierce County businesses and the Tacoma-Pierce County Chamber. The 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.

> Economic activity in Pierce County will improve during 2008. Although still below the 2.7% long run average rate of growth, the Pierce County economy will be strengthening. For the year as a whole, the PCEI will move up by 2.3% in 2008.
>
> An unemployment level in the 5% to 6% range indicates, for most local economies, a good balance between job growth and increases in the labor force. The annual average unemployment rate for Pierce County in 2007 will be 5%. Pierce County's unemployment rate will increase by one-half a percentage point to 5.5% in 2008.
>
> Total real income will continue to increase at a below average rate in 2007 and 2008. The mild economic expansion, continuing distributional effects, and only moderate job growth in Pierce County will keep income growth at 2.5%. Per capita income will rise to $37,000 in 2007, a gain of 3.7% in 2008. Median family incomes will reach $58,900 in 2007 and $60,100 in 2008.



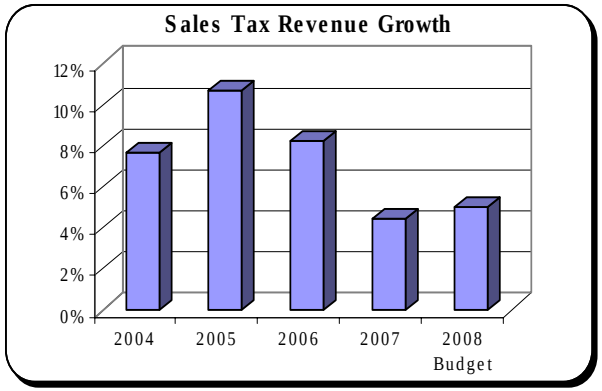
The poorest performing and weakest sector in the Pierce County economy in 2007, not surprisingly, was the market for single-family housing. Even though the market will start turning around late in 2008, problems will still exist.

Pierce County's multi-family rental market will become increasingly attractive for investors, and plans for new developments will increase – although the actual economic impacts will not be felt in 2008. Pierce County's non-residential real estate markets remained strong through mid-year 2007. The commercial sector will continue strong in 2008. When Port-related activity resumes growing and as the general distribution needs of the south Puget Sound increase, the demand for industrial space will pick up – by mid-year 2008.

At the Port of Tacoma, containerized shipping activity will increase by 4.6% TEUs (twenty-foot equivalent units) in 2008. International activity will move up by 6.1% and domestic shipping by just under one-half a percent. About 5.5% more vehicles will move through the Port in 2008 than did in 2007. Breakbulk cargo tonnage will rise by 4% during 2008, although grain shipments will be down by 4.4%

Growth in retail sales activity will increase during 2008. A stronger Pierce County economy, reduced uncertainty about credit market conditions and housing values, and stability in the job market, will lead to improved consumer confidence. In addition, during 2008 the number of retail outlets in the county will increase as new town center developments, mall expansions, and retail centers come on line.

Retail sales will move up by 4.1% on an annualized basis during the first quarter of 2008, and then by 4.8% in the second quarter. Growth will moderate a bit in the second half of the year. Summer retail sales (third quarter of 2008) will be 4.2% ahead of the 2007 pace.



The holiday retail season in 2008 will show a nice gain. Pierce County sales in the fourth quarter will increase by 4.4% over the 2007 level. Shoppers in local stores will put an additional $73 million in cash registers during the fourth quarter of 2008, compared to the same period in 2007. Since inflation will remain modest, most of the dollar gain will translate into merchandise moving out the doors. Real retail activity in the fourth quarter will increase by 3%, significantly better than the 2006 rate of just 0.8%.

Even with retail sales momentum moving up throughout 2008, total annual sales growth will remain below the county's 6.4% thirty-year average. In 2008, the dollar volume of retail activity will increase by 4.4%.

Throughout the last four 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 strong and Pierce Transit sales tax revenues increased 6.64 % in 2003, 7.66% in 2004, 10.67% in 2005, 8.21% in 2006 and are projected to be 4.4% in 2007. Inflation remains low and the growing local economy is anticipated to drive retail spending activity again in 2008. The credit market concerns, weakness in the local housing market, and some erosion in consumer confidence, may moderate the growth. This results in a projection for sales tax revenue for Pierce Transit to increase five percent over the 2007 year-end projection. This is below the 6.8% average collection over the last six years and correlates with the predictions of the local forecasters.

Conclusion

We are confident that the 2008 Budget will continue to provide an improved range of attractive transportation services that will increase the use of public transportation and benefit the community.

PIERCE TRANSIT

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.

2008 BUDGET
FACT SHEET

AGENDA NO: 1

AGENDA DATE: 12/10/07

FACT SHEET

TITLE: Adoption of the 2008 Budget

DEPARTMENT: Finance, Audit & Administration

ORIGINATOR: Wayne Fanshier

PRECEDING ACTION: Budget Study Session November 19, 2007

COORDINATING DIVISION: All

APPROVED FOR SUBMITTAL: Vice President

APPROVED FOR AGENDA: Chief Executive Officer, Legal Counsel

ATTACHMENTS: Resolution

BUDGET INFORMATION

2008 Budget Appropriations

	Expenditures	Revenues
Operating Budget		
Operating	$ 109,238,200	$ 31,839,100
Non-Operating	1,944,100	91,908,400
Operating Contributions	-	2,708,900
Operating Transfers	505,500	-
Increase in Designated Balances	-	(14,768,600)
	111,687,800	111,687,800
Capital Budget		
Operating	82,992,100	26,084,000
Bonds	-	14,000,000
Operating Transfers	-	-
Use of Designated Balances	-	42,908,100
	82,992,100	82,992,100
Insurance Budget		
Operating	2,388,800	685,200
Operating Transfers	-	505,500
Use of Designated Balances	-	1,198,100
	2,388,800	2,388,800
Total Appropriations	197,068,700	197,068,700
Less Operating Transfers	(505,500)	(505,500)
Net Budget	**$ 196,563,200**	**$ 196,563,200**

Explanation: The 2008 Budget totals $197,068,700 for the operating, capital, and insurance budgets. Of this amount, $505,500 is internal transfers, which leaves a net budget of $196,563,200.

BACKGROUND: Pierce Transit's 2008 Budget is ready for adoption. Pierce Transit service improvements address the schedule, maintenance, and recovery time for fixed route service and will increase hours by 6.5%, service miles by 2.3%, and ridership by 1.5%. Sound Transit express bus service hours will increase 10.0%, service miles 15.0%, and ridership 3.0%. Pierce Transit and Sound Transit combined anticipate annual service hours of 836,602, service miles of 13,487,157, and 15,039,308 in overall fixed route ridership. Specialized Transportation (SHUTTLE) ridership is projected to increase by 8.6% for a total of 434,986, and Vanpool ridership to decrease by 7.5% to 795,000. The Vanpool ridership decrease is a result of the type of demand for service to shorter trips and smaller groups. The combined total Agency annual ridership is expected to be 16,270,294.

To provide the planned level of service (Local, Bus PLUS, Express, SHUTTLE and Vanpool), the Agency's combined budget is $197,068,700. Of this amount, $505,500 represents internal transfers, which leaves a net budget of $196,563,200. The three components that make up this amount are the Operating Budget (57%), Capital Budget (42%), and Insurance Budget (1%).

Operating expenditures are budgeted at $109,238,200. Additionally, the budget includes Non-Operating expenditures of $1,944,100, and Operating Transfers of $505,500. Operating expenditure increases of 13.9% over 2007 are driven primarily by schedule, maintenance, and recovery time for service, personnel increases, wage and labor agreement adjustments, benefit increases, fuel costs, and the improved safety and security of our customers and employees.

The 2008 service results in a workforce of 1,073 positions. Positions include 32 operators and 13 maintenance and service support personnel. Supporting these service improvements will be three quality assurance personnel and one contract administration manager. Specialized Transportation improvements will include four staff for administration and compliance with ADA. An increased Agency focus on the safety and security of customers and employees will result in the conversion of the current contracted security service to a 23 member dedicated Agency security force properly trained and capable to meet the demands and emergency response requirements. There will also be an Occupational Safety Specialist hired to improve workplace safety. Other program enhancements include the addition of four personnel for the expansion of employee training and development programs and one administrative support person in both purchasing and capital development. Three current contract personnel supporting project and risk management and human resources are being converted to regular positions. Positions are increasing 8.7% over 2007. The Transportation Services Department represents 851 or 79% of total positions.

Capital projects for 2008 are budgeted at $82,992,100. Included are funds for vehicles, construction, administrative and maintenance equipment, and off-site improvements. Approved but unspent projects are carried over to the following budget year. The 2008 budget contains approximately $56 million of prior year budgeted funds (carryover) the majority of which is for the Mobile Communications Project at $22.3 million and Peninsula Park & Ride at $12.7 million.

The insurance budget of $2,388,800 reflects a decrease of $363,000 from 2007. Workers' Compensation costs are projected to decrease by 10% as a result of closer oversight of the Agency's Third Party Administrator and the Agency's light duty program. Third Party Liability costs are projected to decrease by 15.7% from 2007.

Revenue to support the 2008 budget will come from a variety of sources. The operating budget's revenues include $82,113,900 million in sales tax, $12,322,200 million in passenger fares, $6,433,300 from the Federal Transit Administration (FTA) for preventive maintenance, and $18,616,900 for the Sound Transit service reimbursement. Funds to support the capital budget are provided by Federal Transit Administration grants, Sound Transit, and local revenues. Local revenues also fund the insurance budget.
The Agency will begin 2008 with $117,032,700 in designated balances and end 2008 with $87,695,100. The ending balance consists of $69,529,800 in the operating reserve, $14,165,300 in the capital reserve, and $4,000,000 in the insurance reserve. These reserves meet the Pierce Transit Board of Commissioners adopted reserve policy and provide funding over the Six-Year Financial Plan.

The 2008 Preliminary Budget was reviewed by the Board of Commissioners on November 19, 2007 at the Budget Study Session.

ALTERNATIVES: The Agency is required to have an adopted budget for 2008. The Board, prior to that time or anytime throughout the budget year, can make modifications to the budget.

RECOMMENDATION: Adoption of the 2008 Budget

Resolution:

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

RESOLUTION NO. 07- 064

A RESOLUTION of the Board of Commissioners of Pierce Transit
Adopting the Annual Budget for Fiscal-Year 2008

WHEREAS, the Chief Executive Officer has prepared a preliminary budget for Fiscal Year 2008; 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 2008 Budget proposes service to provide 16,270,294 passenger trips, and the service requires a workforce of 1,073 positions, which have been evaluated and analyzed by the Board of Commissioners on November 19, 2007 at the Budget Study Session; and

WHEREAS, the Board of Commissioners of Pierce Transit has recognized that the salaries and wages in the 2008 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, 2008 to be partial compensation for services rendered on and after January 1, 2008 in order to permit any retroactive compensation changes; and

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

Section 1. The annual budget for Pierce Transit for Fiscal Year 2008 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 2008.

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:

2008 Appropriations

	Expenditures	Revenues
Operating	$111,687,800	$111,687,800
Capital	82,992,100	82,992,100
Insurance	2,388,800	2,388,800
Total Appropriations	197,068,700	197,068,700
Less Operating Transfers	(505,500)	(505,500)
Net Budget	$196,563,200	$196,563,200

Section 3. The Chief Executive Officer is hereby authorized to staff up to 1,073 positions to meet the objectives of the 2008 Budget.

Section 4. The salaries and wages paid to the non-bargaining personnel on and after January 1, 2008 are only partial compensation for services to be rendered to Pierce Transit during the first pay period commencing on or after January 1, 2008 and pay periods thereafter.

ADOPTED by the Board of Commissioners of Pierce Transit at a regular meeting thereof held on the 10th day of December, 2007.

John Ladenburg, Chairman
Board of Commissioners

ATTEST:

Treva Percival, CMC
Clerk of the Board

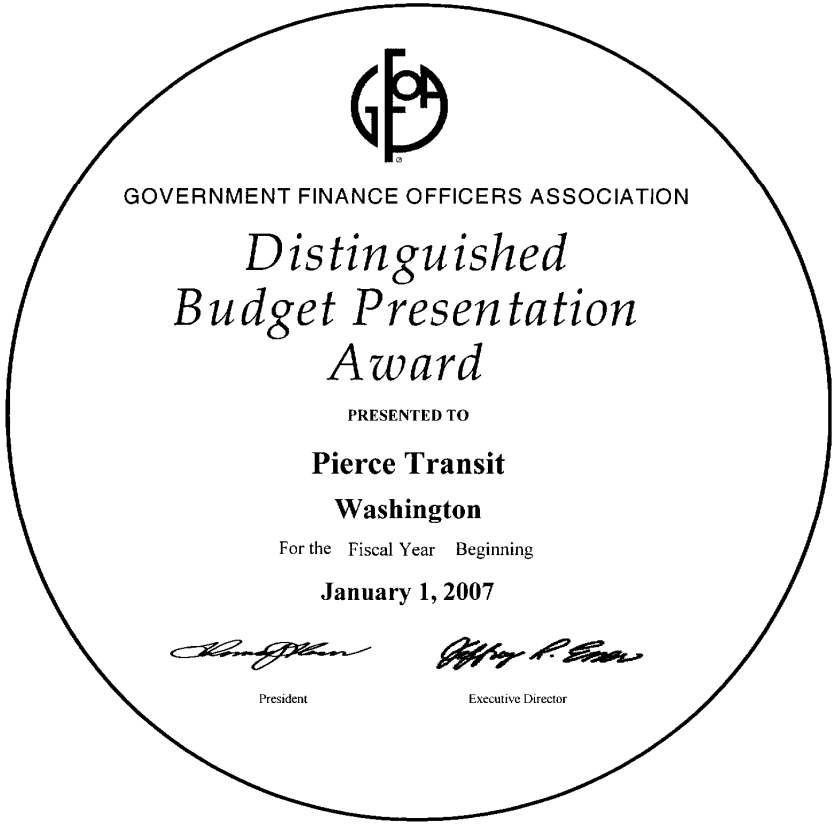
PIERCE COUNTY PUBLIC TRANSPORTATION BENEFIT AREA CORPORATION ★ 1979

RESOLUTION NO. 07-064
PAGE 2

2008 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, 2007****. 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.


GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Pierce Transit

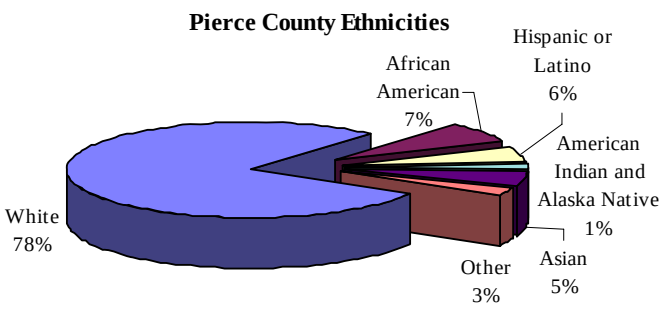
Washington

For the Fiscal Year Beginning

January 1, 2007

President

Executive Director



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

Pierce County's official and most recent 2007 population estimate is 790,500 according to the state Office of Financial Management up from 586,000 in 1990. There is an increase of 17,000 from the prior year, 3% for unincorporated and 1.5% 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.

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

The Pierce County Economic Index reports the rate of job growth in Pierce County during 2008 will be 2%, this translates to about 5,600 new jobs. On an annual basis, the Pierce County unemployment rate for 2008 will average 5.5%. Since 2004, the local unemployment rate has been below 6%. For most local economies, this represents a good balance between job growth and increases in the labor force.

The Pierce County economy will keep total personal income moving up in 2008. The growth will be 1.3% during 2008 as good job opportunities continue to be created. The median household money income in 1999, as provided in the 2000 Census data, was $45,204 and the per capita money income was $20,948. The average income for a Pierce County resident will be about $37,000 by the end of 2008, up from $31,600 in 2004 for a 17% gain in four years.

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

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

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

A wide variety of entertainment options are available with extensive waterfront development, a Museum of Glass, featuring Chihuly glass, a historic 1,186 seat theater, another 742 seat theater, a professional theater company, the largest wooden domed arena in the world with an exhibition hall that hosts numerous events, the sixth largest fair in the world, and a Sound-to-Narrows marathon. There are also excellent skiing conditions with Crystal Mountain Ski Resort located in Pierce County. Recreation areas include Mount Rainier National Park, six state parks located on salt water, Northwest Trek, and Point Defiance Park, second in size to New York City's Central Park.

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

In brief:

Commuters

Non-commuters
Students

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

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

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

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

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

In brief:

Public Transportation Benefit Area (PTBA)

Metropolitan Municipal Corporation of the State of Washington

Authorized to perform the function of public transportation in Pierce County

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 732,435 as reported by the state Office of Financial Management as of September 25, 2007.

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 16.3 million projected for 2008.

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.

Board of Commissioners

- Nine members
- Three-year term
- Elected officials

Agency

- Departments
- Offices
- Divisions

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. John Ladenburg, Pierce County Executive, is the chairman of the Board of Commissioners. The vice-chairman is Commissioner Dave Enslow. The current members are shown on the Board of Commissioners page in this section.

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

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

In brief:

Broad Based System

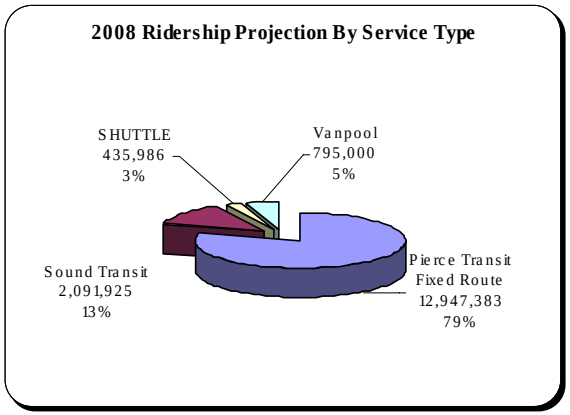
Range of Services

Diverse Market

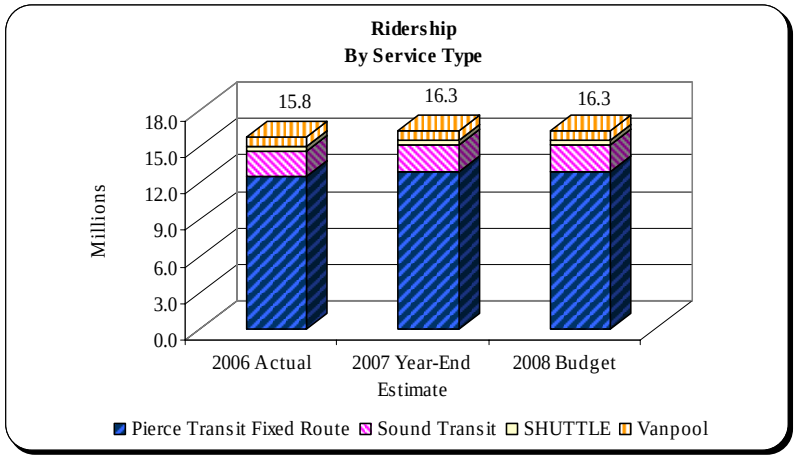
Type of Service

- 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 2008 is projected as follows:



Agency ridership has grown over the last three years. Ridership is projected to increase 1.4% in 2008 over the 2007 Budget. Pierce Transit Fixed Route Local & Express is increasing 1.5% and Sound Transit service is increasing 3.0%. SHUTTLE is anticipated to be up by 8.6% and Vanpool down by 7.5%.



Pierce Transit Fixed Route

Local

Local fixed route bus service is provided along 44 routes 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 12:59 a.m. Fixed route service is centered on a network of transit centers and park and ride lots. This system allows for more efficient operations by coordinating service between transit centers and park and ride lots, which provide convenient route connections and time transfers. These facilities are located in high pedestrian traffic areas such as the Tacoma Mall, Tacoma Community College, Parkland, Southeast Tacoma (72nd St.), Puyallup, Tacoma Dome, Lakewood, and Commerce Street. With nearly 13 million passenger boardings expected in 2008, local fixed route bus service constitutes the largest portion of the Agency's mix of services and accounts for 79% of the Agency's total ridership.

Express

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

BusPLUS

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.

Sound Transit

Pierce Transit operates eight 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 2008, it is estimated that Sound Transit will account for approximately 13% of the Agency's total ridership. Express service begins at 2:47 a.m. and ends at 12:54 a.m.

Specialized Transportation (SHUTTLE)

The Specialized Transportation Division (SHUTTLE) offers ADA paratransit service to individuals who are not able to utilize Pierce Transit's fixed route services. It will provide approximately 436,000 passenger trips in 2008, nearly 3% of the Agency's total ridership. The service covers the same areas served by the local fixed route system and operates during the same hours using lift-equipped vehicles.

Rideshare/Vanpools

Pierce Transit's rideshare program was implemented in 1982. Pierce Transit helped form a Regional Ridematch system in 1991, a state-wide system in 2005, and actively participates in keeping this system up to date so that ridematch services can be provided to individuals who have similar commute origins and destinations. This web-based system currently has a base of over 15,000 names from which to match carpools and vanpools and now spans 2 states with plans to add another.

The Agency's Vanpool program was added to its mix of services in 1987. A vanpool is a group of 5 to 15 people sharing a ride in a mini, 12, or 15-passenger van. During 2008, the Vanpool program will operate a total of 321 vehicles (including 1 lift-equipped).

Pierce Transit owns, maintains, manages, insures, and licenses the fleet. The nearly 2,500 participants in the Agency's vanpool program pay approximately 85 percent of the program's administration and operating costs through fares. In 2008, the vanpool program will provide approximately 795,000 passenger trips for approximately five percent of the Agency's total ridership. The special use van program, a subset of the vanpool program, will provide about 30,000 passenger trips. A special use van is a 15-passenger van supplied to sheltered workshops to transport their developmentally disabled clients to and from work. Pierce Transit absorbs the cost of the vehicle acquisition, operation, maintenance, and insurance. In turn, the workshop is responsible for providing a qualified driver and scheduling daily pick-ups and drop-offs of clients. The special use van program is a creative option for reducing costs and improving service quality to people with disabilities.

The transit base:

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

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

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

Transit Centers and Stations

- **72nd Street Transit Center -** The 72nd Street Transit Center is located on the northwest corner of E. 72nd Street and Portland Avenue E in Tacoma. This facility has a 68-stall park & ride lot and is served by five bus routes making 299 weekday trips to this facility.
- **Commerce Connections Transfer Facility -** Located along Commerce Street between S. 9th and S. 13th Streets in Tacoma's downtown core, Commerce Connections includes a customer service office (The Bus Shop), ten passenger boarding zones, and a bus turnaround/layover facility. Each weekday 27 bus routes make 1,327 trips through this location.
- **Lakewood Towne Center Transit Center -** This facility is located in the northern peripheral area of the Lakewood Towne Center. It is served by 10 bus routes making 819 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. 121st Street in Parkland. Each weekday, six bus routes make 424 trips through this facility, which includes a 62-stall park & ride.
- **South Hill Mall Transit Center -** The South Hill Mall Transit Center is located in Puyallup on the northwest corner of 5th Street SE. and 112th Street E., next to the south end of the South Hill Mall. Each weekday, seven bus routes make 237 trips through this facility, which includes a 350-stall facility.

- **Tacoma Community College Transit Center -** Located on the Tacoma Community College campus on the northeast corner of S. 19th and Mildred Streets in Tacoma, this facility is served by 10 bus routes making 613 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 14 routes that serve this facility make a total of 600 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. 48th Street on the south side of the Tacoma Mall. Ten bus routes make 623 weekday trips through this facility.

Park & Ride Lots and Bus Stops

- **Park & Ride Lots** - Pierce Transit's fixed-route bus service operates in proximity to 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 5,937 parking spaces (including the Tacoma Dome Station and transit centers) are located in park & rides within Pierce County.

- **Bus Stops -** There are over 3,384 bus stops in Pierce Transit's system. There are 657 shelters installed at key bus stops and more than 930 benches installed at bus stops throughout the 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 and physical limitations.

Other Facilities

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

Sound Transit facilities served jointly by Pierce Transit

- Sounder Stations at Sumner and Puyallup
- Federal Way (with connections to King County Metro) at the 320th 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

In brief:

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

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

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

The process

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

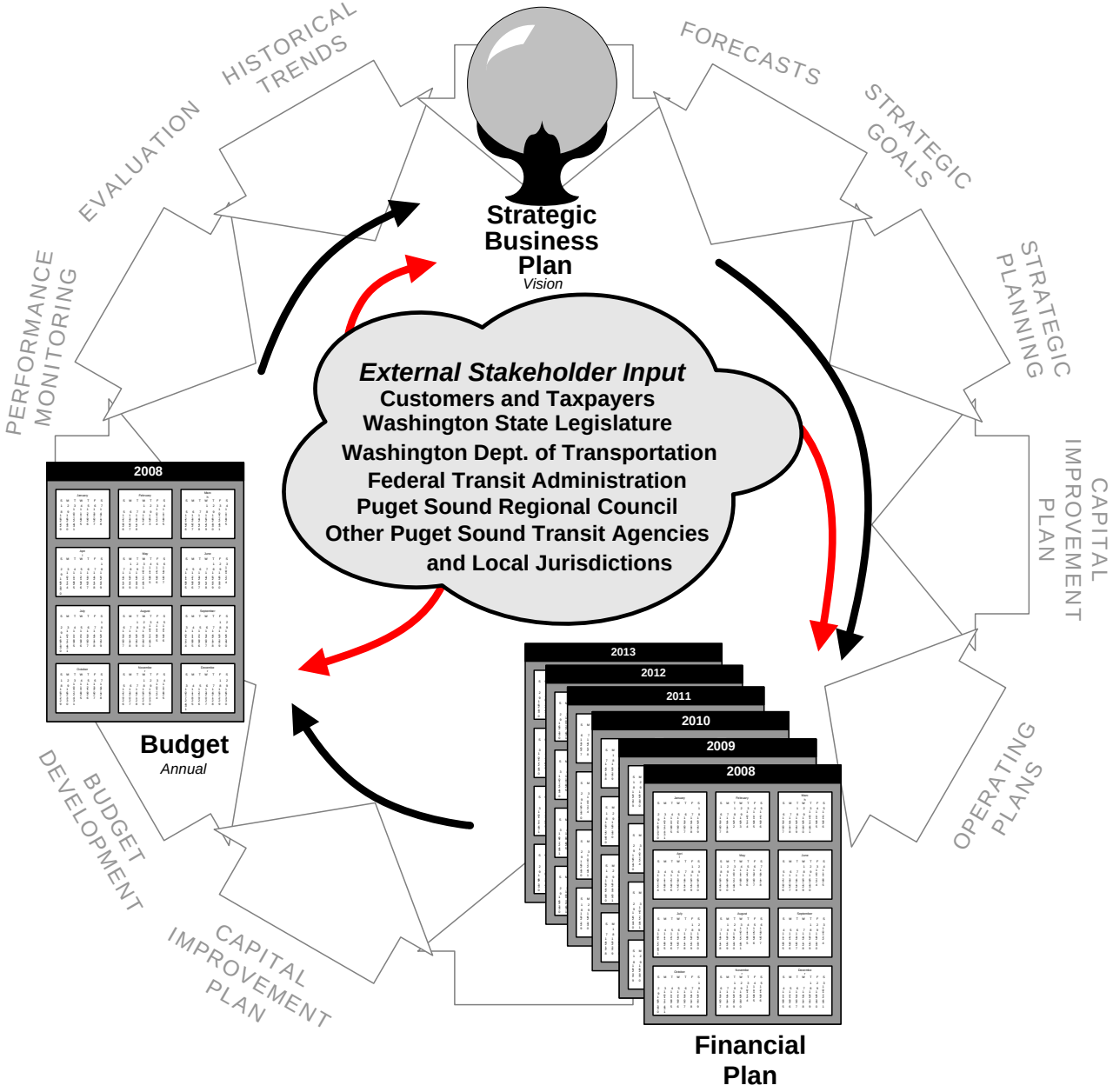
Pierce Transit's goals and strategies are outlined in the Strategic Business Plan. It includes a forecast of service and capital facility needs through the year 2020 and is based on the region's long-range policy plan, VISION 2020. The Agency's plans are designed to be compatible with the region's goals 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.

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

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

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

BUSINESS PLANNING PROCESS



In brief:

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

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

The six-year service plan builds upon the system vision that was first outlined in the 2003 Strategic Business Plan. It anticipates that Pierce Transit will have sufficient resources to implement a program of modest service increases during each year but that many acknowledged priorities will remain unfunded.

Key features of the Six-Year Financial Plan

The Financial Plan looks to the future. Capital and operating expenditures will total more than $996 million over six years while modest fund balances that provide prudent reserves to help manage future uncertainties will be maintained. Pierce Transit is heavily dependent on sales tax revenue. The rate of revenue growth is dependent on local economic conditions. If additional resources are available, it may be possible to implement services earlier than projected.

➢ **Service operations**

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

Fixed Route Services

- Make schedule reliability adjustments
- Provide coordinated service in Steilacoom
- Provide service to/from DuPont on the Olympia Express
- Return service to Allenmore
- Provide more frequent service along Market & St. Helens
- Improve service in South Hill

Specialized Transportation (SHUTTLE)

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

Pierce Transit plans to invest $175 million in capital projects that support public transportation services. The capital plan includes funding for partnerships with local jurisdictions that will encourage transit-supportive development practices and roadway improvements.

Vanpool

- Keep pace with the demand by adding ten vanpools in 2008 and ten additional vehicles each year until 2011, then increasing to fifteen per year
- Work with the region's vanpool program providers to match potential customers with available vehicles
- Develop employer partnership throughout the region to reduce single occupant vehicle trips to their worksites
- Work with state and partner jurisdictions to further implement the requirements of the 2007 Commute Trip Reduction (CTR) Efficiency Act

➢ **Capital investments**

- Support of schedule reliability improvements with expansion buses
- Additional park-and-ride capacity on the Gig Harbor Peninsula that supports increased demand for vanpool and fixed route services due to tolling on the new Tacoma Narrows Bridge
- Provide a more efficient and secure system by replacing existing mobile communication system
- Expansion of base facilities to meet expected increases in the Pierce Transit fleet and employees, and to accommodate the Sound Transit Regional Express

Source: Pierce Transit - Transit Development Plan 2008 – 2013

PIERCE TRANSIT
2008-2013 Six-Year Financial Plan
Operating Revenues & Expenditures

(Millions)	2007 Projected	2008 Budget	2009	2010	2011	2012	2013
REVENUES -							
BEGINNING WORKING CASH	$50.378236	$54.761202	$69.529838	$65.887464	$58.078459	$46.858828	$38.340692
OPERATING INCOME							
FARES AND PASSES							
Local Fares	9.344947	9.657453	11.929045	12.119909	12.313828	14.595991	14.829526
Express Fares (Excludes ST)	0.111689	0.139582	0.171114	0.173851	0.176633	0.209369	0.212719
Shuttle	0.321982	0.325202	0.403689	0.415443	0.427666	0.513776	0.529201
Vanpool	2.100000	2.200000	2.854845	3.207944	3.607623	4.077902	4.281797
Subtotal- Fares and Passes	11.878618	12.322237	15.358692	15.917148	16.525750	19.397037	19.853243
SALES TAX	78.203702	82.113887	86.219581	90.530560	95.057088	99.809943	104.800440
OPER. ASSIST. CTR/VANPOOL	0.110992	0.190990	0.100990	0.100990	0.100990	0.070990	0.070990
SPECIAL NEEDS PROGRAM FUNDS	0.000000	1.484542	0.000000	2.300000	0.000000	2.300000	0.000000
INTEREST	2.061558	2.995280	2.655241	1.798019	1.550797	1.225116	0.942233
ADVERTISING							
Advertising Contract - Pierce Transit Revenue	0.837500	0.900000	0.962500	1.050000	1.100000	1.100000	1.100000
SOUND TRANSIT							
ST Express Reimb.	15.353368	17.566731	19.471491	20.451333	21.434709	22.591220	23.810385
ST TDS Reimb.	0.670890	0.555230	0.574663	0.594776	0.615593	0.637139	0.659439
Special Service	0.199000	0.210000	0.217350	0.224957	0.232831	0.240980	0.249414
Other ST Reimb.	0.285000	0.285000	0.285000	0.285000	0.285000	0.285000	0.285000
MISCELLANEOUS							
ADA Operating Grant (5307)/Pierce County	1.484542	1.033333	1.033333	1.033333	1.102346	1.157463	1.215336
Preventive Maint. (5307)	3.957938	6.433333	6.433333	6.433333	6.433333	6.433333	6.433333
Other Miscellaneous	0.272490	0.365947	0.435693	0.177800	0.177800	0.177800	0.177800
TOTAL OPERATING INCOME	115.315597	126.456510	133.747867	140.897249	144.616237	155.426021	159.597613
TOTAL REVENUES & WORKING CASH	$165.693833	$181.217712	$203.277705	$206.784713	$202.694696	$202.284849	$197.938304

PIERCE TRANSIT
2008-2013 Six-Year Financial Plan
Operating Revenues & Expenditures

(Millions)	2007 Projected	2008 Budget	2009	2010	2011	2012	2013
EXPENDITURES -							
Ongoing Operations							
Wages	$50.594851	$59.531759	$63.672679	$67.156482	$70.957125	$75.030821	$79.087615
Benefits	14.362857	19.166085	23.280884	25.366226	27.395727	29.614895	31.901506
M & O	11.986940	14.739642	15.390882	15.978762	16.600846	17.245705	17.885464
Fuel	5.267020	5.418278	6.102322	7.052193	7.188441	8.208472	8.644446
Parts	3.894190	3.322135	3.547331	3.711222	3.896202	4.086898	4.247913
Purchased Trans.	6.782947	6.944821	6.892100	7.105939	7.328528	7.560225	7.801405
Special Projects							
Bridge Tolls	0.034893	0.115579	0.171270	0.237540	0.248760	0.322425	0.333900
Communications Syst. Operations	0.000000	0.000000	0.540000	2.200000	2.200000	2.200000	2.200000
Base Expansion Operations	0.000000	0.000000	0.100000	0.100000	0.100000	0.100000	0.100000
Smart Card Operations	0.000000	0.000000	0.257893	0.265337	0.273983	0.300000	0.300000
TOTAL EXPENDITURES: w/out Debt Payment and Depreciation	92.923698	109.238299	119.955361	129.173701	136.189613	144.669441	152.502249
Non-Operating Costs							
Long-Term Debt	0.484000	0.488000	0.487000	0.484000	0.480000	0.000000	0.000000
2008 Debt (Peninsula P&R)	0.000000	0.629405	1.258809	1.258809	1.258809	1.258809	1.258809
Payments to Pierce Co for 5307 Agreement	1.187634	0.826666	0.826666	0.826666	0.881877	0.925970	0.972269
Subtotal	1.671634	1.944071	2.572475	2.569475	2.620686	2.184779	2.231078
EXPENDITURES (w/ Debt & Reimbursements)	94.595331	111.182370	122.527837	131.743177	138.810299	146.854221	154.733327
CURRENT REVENUES LESS CURRENT EXPENDITURES	20.720266	15.274139	11.220031	9.154072	5.805939	8.571800	4.864286
TRANSFERS -							
Capital Reserve	15.000000	0.000000	13.000000	15.000000	15.000000	15.000000	15.631701
Insurance	1.337300	0.505503	1.862405	1.963077	2.025569	2.089937	2.156235
Subtotal Transfers	16.337300	0.505503	14.862405	16.963077	17.025569	17.089937	17.787936
TOTAL EXPENDITURES AND TRANSFERS	$110.932631	$111.687873	$137.390242	$148.706254	155.835868	163.944157	172.521263
ENDING WORKING CASH	$54.761202	$69.529838	$65.887464	$58.078459	46.858828	38.340692	25.417042
REQUIRED CASH	15.487283	18.206383	19.992560	21.528950	22.698269	24.111574	25.417042
TOTAL EXPENDITURES & WORKING CASH	$165.693833	$181.217712	$203.277705	$206.784713	$202.694696	$202.284849	$197.938304
MARGIN / (DEFICIT)	**$39.273919**	**$51.323455**	**$45.894904**	**$36.549509**	**$24.160559**	**$14.229118**	**$0.000000**

PIERCE TRANSIT

2008-2013 Six-Year Financial Plan

Ending Balances

(Millions)	2007 Projected	2008 Budget	2009	2010	2011	2012	2013
OPERATING FUND							
Operating Fund Beginning Balance	$50.378236	$54.761202	$69.529838	$65.887464	58.078459	46.858828	38.340692
Revenue							
Operating Income	115.315597	126.456510	133.747867	140.897249	144.616237	155.426021	159.597613
Subtotal - Operating Revenue	115.315597	126.456510	133.747867	140.897249	144.616237	155.426021	159.597613
Expenditures							
Operating Expenditures	94.595331	111.182370	122.527837	131.743177	138.810299	146.854221	154.733327
Transfers	16.337300	0.505503	14.862405	16.963077	17.025569	17.089937	17.787936
Subtotal - Operating Expenditures	110.932631	111.687873	137.390242	148.706254	155.835868	163.944157	172.521263
Operating Fund Ending Balance	**$54.761202**	**$69.529838**	**$65.887464**	**$58.078459**	**$46.858828**	**$38.340692**	**$25.417042**
Required Margin	15.487283	18.206383	19.992560	21.528950	22.698269	24.111574	25.417042
Margin / (Deficit)	39.273919	51.323455	45.894904	36.549509	24.160559	14.229118	0.000000
CAPITAL FUND							
Beginning Reserves	$0.000000	$0.000000	$0.000000	$0.000000	$0.000000	$0.000000	$0.000000
Revenue							
5307 Funding							
5307 Earned Share	10.651452	10.701512	6.433333	6.433333	6.433333	6.433333	6.433333
5307 Competitive Funds	0.000000	0.000000	0.000000	0.000000	1.730400	0.000000	0.000000
Less Preventive Maintenance	-3.957938	-6.433333	-6.433333	-6.433333	-6.433333	-6.433333	-6.433333
5307 Funds Available for Capital Projects	6.693514	4.268179	0.000000	0.000000	1.730400	0.000000	0.000000
Pierce County 5307							
5307 Revenues from Pierce Co Agreement	1.484542	1.033333	1.033333	1.033333	1.102346	1.157463	1.215336
Pierce Co. 5307 dedicated to Prev. Maint	-1.484542	-1.033333	-1.033333	-1.033333	-1.102346	-1.157463	-1.215336
Pierce County 5307 Available for Capital	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Flexible Funds & Earmarks							
Federal Flex Funds - Regional	0.000000	2.556000	0.000000	0.000000	0.000000	0.000000	0.000000
Federal Flex Funds - Countywide	0.000000	0.431808	1.336426	0.000000	1.951964	0.000000	0.000000
Earmarks - 5309	0.000000	3.470874	0.000000	0.000000	2.000000	1.000000	1.000000
Sound Transit							
Sound Transit Base Expansion	0.000000	4.262652	0.000000	0.000000	0.000000	0.000000	0.000000
Sound Transit - Other Capital	0.000000	7.606283	0.000000	0.000000	0.000000	0.000000	0.000000
Other Funding							
State Funding	0.000000	0.260000	0.260000	0.260000	0.390000	0.390000	0.390000
Interest	2.388713	2.853670	0.566612	0.551583	0.526753	0.310887	0.325398
Other Capital Revenues	0.000000	0.374544	0.000000	0.000000	0.000000	0.000000	0.000000
Contributions from Other Funds							
Transfer from Operating Fund	15.000000	0.000000	13.000000	15.000000	15.000000	15.000000	15.631701
Proceeds from Peninsula P&R Note	0.000000	14.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Total Capital Revenues & Reserves	**24.082227**	**40.084010**	**15.163038**	**15.811583**	**21.599117**	**16.700887**	**17.347099**

PIERCE TRANSIT

2008-2013 Six-Year Financial Plan

Ending Balances

(Millions)	2007 Projected	2008 Budget	2009	2010	2011	2012	2013
Expenditures							
Revenue Vehicles	7.438280	8.794908	4.493372	13.535483	26.386439	14.088257	16.505758
Passenger Facilities & Amenities	3.773363	25.854705	2.605720	0.069010	0.000000	0.000000	0.000000
Base Facilities	0.704000	17.601943	2.327651	1.641460	1.641460	1.641460	1.641460
Technology	13.896776	25.914405	0.746465	0.462962	0.235564	0.119102	0.747991
Other	0.914240	4.826142	0.769058	0.930327	0.531187	0.368374	0.590866
Total Capital Expenditures (Inflated)	26.726659	82.992103	10.942266	16.639242	28.794650	16.217193	19.486075
USE OF CAPITAL RESERVE	**-2.644432**	**-42.908093**	**4.220773**	**-0.827659**	**-7.195533**	**0.483694**	**-2.138976**
CAPITAL RESERVE							
Revenue							
Beginning Reserves	$59.717836	$57.073405	$14.165312	$18.386085	$17.558426	$10.362893	$10.846587
Total Capital Revenues	24.082227	40.084010	15.163038	15.811583	21.599117	16.700887	17.347099
TOTAL CAPITAL RESERVE REVENUES & BEGINNING RESERVE	83.800064	97.157415	29.328350	34.197667	39.157543	27.063780	28.193686
Expenditures							
Capital Expenditures	26.726659	82.992103	10.942266	16.639242	28.794650	16.217193	19.486075
CAPITAL RESERVE - Req'd $8.707611	**$57.073405**	**$14.165312**	**$18.386085**	**$17.558426**	**$10.362893**	**$10.846587**	**$8.707611**
INSURANCE FUND							
Revenue							
Beginning Balance	$5.573358	$5.198092	$4.000000	$4.000000	$4.000000	$4.000000	$4.000000
ST Reimbursement	0.621250	0.425250	0.438008	0.451148	0.464682	0.478623	0.492981
Interest on Insurance Fund	0.222934	0.259905	0.160000	0.120000	0.120000	0.120000	0.120000
Transfer	1.337300	0.505503	1.862405	1.963077	2.025569	2.089937	2.156235
Expenditures							
Payments from Insurance Fund	2.556750	2.388750	2.460413	2.534225	2.610252	2.688559	2.769216
Insurance Fund Ending Balance	**$5.198092**	**$4.000000**	**$4.000000**	**$4.000000**	**$4.000000**	**$4.000000**	**$4.000000**
TOTAL ENDING BALANCES	**$117.032699**	**$87.695150**	**$88.273548**	**$79.636885**	**$61.221721**	**$53.187279**	**$38.124653**

PIERCE TRANSIT

They're not just bus drivers, they're Transit Operators. Before new operators drive alone, they will have completed more than 500 hours of training, and driven every bus route in the system. The training includes defensive driving, first aid and CPR, security and hazard awareness, customer relations, and personal defense techniques. The instruction culminates with the operator driving real bus routes for seven weeks while observed by the watchful eye of a senior operator.

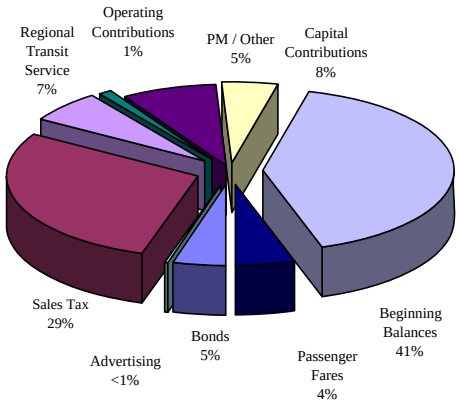
Pierce Transit BUDGET 2008

BUDGET SUMMARY

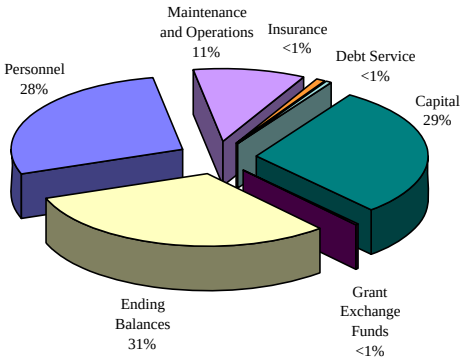
PIERCE TRANSIT

2008 BUDGET
OVERALL SUMMARY

Revenues



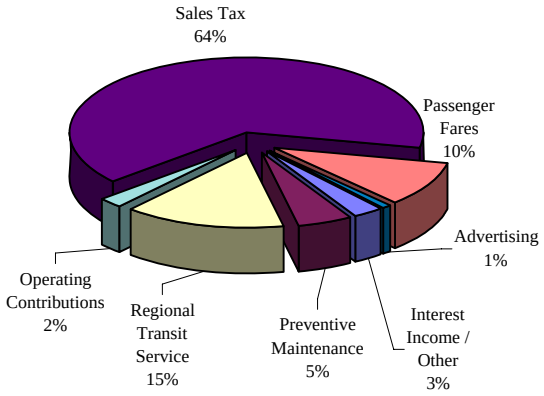
Expenditures



(rounded to the nearest $100)	2006 YEAR-END ACTUALS	2007 AMENDED BUDGET	2007 YEAR-END ESTIMATE	2008 BUDGET	% CHANGE 2008 BUDGET TO 2007 BUDGET
REVENUES					
OPERATING INCOME					
Passenger Fares	$11,515,000	$11,717,200	$11,878,600	$12,322,200	5.2%
Advertising	1,094,100	837,500	837,500	900,000	7.5%
Regional Transit Service	15,081,700	16,289,300	16,508,300	18,616,900	14.3%
NON-OPERATING INCOME					
Sales Tax	74,593,400	79,366,200	78,203,700	82,113,900	3.5%
Preventive Maintenance	2,675,000	4,370,100	3,957,900	6,433,300	47.2%
Other	6,724,500	8,752,400	5,567,000	7,274,600	-16.9%
CONTRIBUTIONS					
Operating	4,250,400	1,599,000	1,595,500	2,708,900	69.4%
Capital	5,375,800	10,785,900	6,693,500	22,855,800	111.9%
BOND PROCEEDS					
Bonds	-	-	-	14,000,000	0.0%
REVENUES	**121,309,900**	**133,717,600**	**125,242,000**	**167,225,600**	**25.1%**
BEGINNING BALANCES					
Working Cash	49,845,800	49,749,400	50,378,200	54,761,200	10.1%
Insurance	5,585,500	4,838,000	5,573,400	5,198,100	7.4%
Capital Reserve	43,438,400	59,717,800	59,717,800	57,073,400	-4.4%
BEGINNING BALANCES	98,869,700	114,305,200	115,669,400	117,032,700	2.4%
TOTAL REVENUES AND BALANCES	**$220,179,600**	**$248,022,800**	**$240,911,400**	**$284,258,300**	**14.6%**
EXPENDITURES					
OPERATING EXPENDITURES					
Personnel	$59,672,900	$67,841,900	$64,957,800	$78,697,800	16.0%
Maintenance and Operations	25,307,700	28,036,800	27,965,900	30,540,400	8.9%
Insurance	2,193,700	2,751,800	2,556,800	2,388,800	-13.2%
NON-OPERATING EXPENDITURES					
Debt Service	531,300	484,000	484,000	1,117,400	130.9%
Grant Exchange Funds	711,200	711,200	1,187,600	826,700	16.2%
Special Needs Program Operations	-	150,000	-	-	-100.0%
CAPITAL EXPENDITURES					
Capital	14,490,800	83,420,500	26,726,700	82,992,100	-0.5%
EXPENDITURES	**102,907,600**	**183,396,200**	**123,878,800**	**196,563,200**	**7.2%**
ENDING BALANCES					
Working Cash	71,856,200	52,833,200	54,761,200	69,529,800	31.6%
Insurance	5,573,400	4,000,000	5,198,100	4,000,000	0.0%
Capital Reserve	39,842,400	7,793,400	57,073,300	14,165,300	81.8%
ENDING BALANCES	117,272,000	64,626,600	117,032,600	87,695,100	35.7%
TOTAL EXPENDITURES AND BALANCES	**$220,179,600**	**$248,022,800**	**$240,911,400**	**$284,258,300**	**14.6%**

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

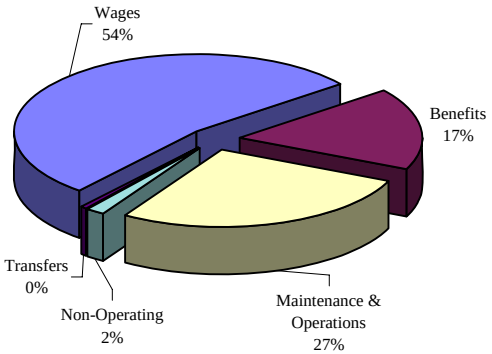
Operating Revenues



2008 BUDGET
OPERATING SUMMARY - REVENUES

(rounded to the nearest $100)	2006 YEAR-END ACTUALS	2007 AMENDED BUDGET	2007 YEAR-END ESTIMATE	2008 BUDGET	% CHANGE 2008 BUDGET TO 2007 BUDGET
OPERATING REVENUES					
OPERATING INCOME					
Passenger Fares	$11,515,000	$11,717,200	$11,878,600	$12,322,200	5.2%
Advertising	1,094,100	837,500	837,500	900,000	7.5%
Regional Transit Service					
Express Reimbursement	14,363,800	15,353,400	15,353,400	17,566,700	14.4%
TDS Reimbursement	517,600	670,900	670,900	555,200	-17.2%
Special Service Reimbursement	165,800	165,000	199,000	210,000	27.3%
Other Reimbursement	34,500	100,000	285,000	285,000	185.0%
OPERATING INCOME	27,690,800	28,844,000	29,224,400	31,839,100	10.4%
NON-OPERATING INCOME					
Sales Tax	74,593,400	79,366,200	78,203,700	82,113,900	3.5%
Preventive Maintenance	2,675,000	4,370,100	3,957,900	6,433,300	47.2%
Interest Income	1,935,800	1,982,200	2,061,600	2,995,300	51.1%
Other	1,870,500	288,200	272,500	365,900	27.0%
NON-OPERATING INCOME	81,074,700	86,006,700	84,495,700	91,908,400	6.9%
OPERATING CONTRIBUTIONS					
CTR / Vanpool Assistance	1,068,300	710,000	111,000	191,000	-73.1%
Grant Exchange Funds	889,000	889,000	1,484,500	1,033,300	16.2%
Special Needs Transportation Grant	2,293,100	-	-	1,484,600	0.0%
OPERATING CONTRIBUTIONS	4,250,400	1,599,000	1,595,500	2,708,900	69.4%
TOTAL OPERATING REVENUES	**113,015,900**	**116,449,700**	**115,315,600**	**126,456,400**	**8.6%**
BEGINNING BALANCE	49,845,800	49,749,400	50,378,200	54,761,200	10.1%
TOTAL OPERATING REVENUES AND BEGINNING BALANCE	$162,861,700	$166,199,100	$165,693,800	$181,217,600	9.0%

Operating Expenditures & Transfers

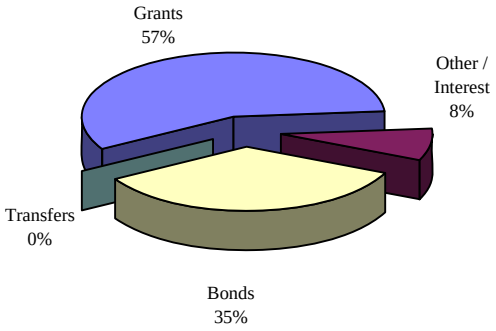


2008 BUDGET
OPERATING SUMMARY - EXPENDITURES

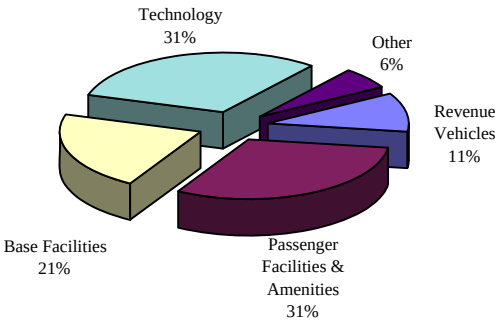
(rounded to the nearest $100)	2006 YEAR-END ACTUALS	2007 AMENDED BUDGET	2007 YEAR-END ESTIMATE	2008 BUDGET	% CHANGE 2008 BUDGET TO 2007 BUDGET
OPERATING EXPENDITURES					
OPERATING					
PERSONNEL					
Wages	$47,924,700	$52,763,300	$50,594,900	$59,531,700	12.8%
Benefits	11,748,100	15,078,600	14,362,900	19,166,100	27.1%
PERSONNEL	59,672,800	67,841,900	64,957,800	78,697,800	16.0%
MAINTENANCE & OPERATIONS					
Supplies	10,554,600	10,669,300	11,595,200	11,769,500	10.3%
Services	3,269,100	4,544,300	4,073,800	5,156,100	13.5%
Insurance (Purchased)	668,700	688,500	681,500	713,500	3.6%
Utilities	753,000	898,600	898,400	922,000	2.6%
Repairs	1,309,000	939,800	555,200	717,400	-23.7%
Rentals	161,900	361,800	272,400	302,600	-16.4%
Purchased Transportation	6,229,000	6,630,300	6,782,900	6,944,800	4.7%
Other	2,362,500	3,304,200	3,106,500	4,014,500	21.5%
MAINTENANCE & OPERATIONS	25,307,800	28,036,800	27,965,900	30,540,400	8.9%
OPERATING	84,980,600	95,878,700	92,923,700	109,238,200	13.9%
NON-OPERATING EXPENDITURES					
Debt Service	531,300	484,000	484,000	1,117,400	130.9%
Grant Exchange Funds	711,200	711,200	1,187,600	826,700	16.2%
Special Needs Program Operations	-	150,000	-	-	-100.0%
NON-OPERATING	1,242,500	1,345,200	1,671,600	1,944,100	44.5%
TOTAL EXPENDITURES	**86,223,100**	**97,223,900**	**94,595,300**	**111,182,300**	**14.4%**
TRANSFERS					
Liability and Other Insurance Transfer	806,700	503,600	748,900	(704,800)	-240.0%
Workers' Comp. Transfer	475,700	638,400	588,400	1,210,300	89.6%
Capital Reserve	3,500,000	15,000,000	15,000,000	-	-100.0%
TRANSFERS	4,782,400	16,142,000	16,337,300	505,500	**-96.9%**
TOTAL EXPENDITURES AND TRANSFERS	**91,005,500**	**113,365,900**	**110,932,600**	**111,687,800**	**-1.5%**
ENDING BALANCE	71,856,200	52,833,200	54,761,200	69,529,800	31.6%
TOTAL OPERATING EXPENDITURES AND ENDING BALANCE	$162,861,700	$166,199,100	$165,693,800	$181,217,600	9.0%

2008 BUDGET
CAPITAL SUMMARY

Capital Revenues & Transfers



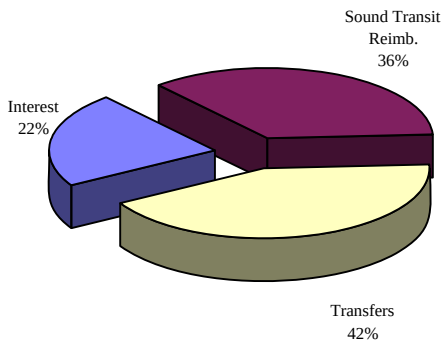
Capital Expenditures



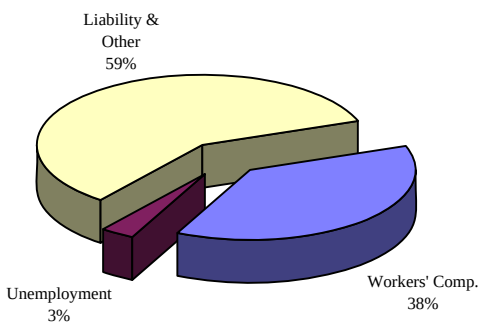
(rounded to the nearest $100)	2006 YEAR-END ACTUALS	2007 AMENDED BUDGET	2007 YEAR-END ESTIMATE	2008 BUDGET	% CHANGE 2008 BUDGET TO 2007 BUDGET
CAPITAL REVENUES					
REVENUES					
Grants	$5,375,800	$10,785,900	$6,693,500	$22,855,800	111.9%
Bonds	-	-	-	14,000,000	0.0%
Other Capital Revenue / Interest	2,018,900	5,710,200	2,388,700	3,228,200	-43.5%
REVENUE	7,394,700	16,496,100	9,082,200	40,084,000	143.0%
TRANSFERS					
Capital Reserve	3,500,000	15,000,000	15,000,000	-	-100.0%
TRANSFERS	3,500,000	15,000,000	15,000,000	-	
CAPITAL REVENUES	**10,894,700**	**31,496,100**	**24,082,200**	**40,084,000**	**27.3%**
BEGINNING BALANCE					
Capital Reserve	43,438,400	59,717,800	59,717,800	57,073,400	-4.4%
TOTAL CAPITAL REVENUES AND BEGINNING BALANCE	**54,333,100**	**91,213,900**	**83,800,000**	**97,157,400**	**6.5%**
CAPITAL EXPENDITURES					
CAPITAL ACQUISITION					
Revenue Vehicles	7,575,300	12,933,900	7,438,300	8,794,900	-32.0%
Passenger Facilities & Amenities	1,126,800	19,323,300	3,773,400	25,854,700	33.8%
Base Facilities	2,212,300	10,866,600	704,000	17,602,000	62.0%
Technology	2,437,700	38,658,800	13,896,800	25,914,400	-33.0%
Other	1,138,700	1,638,000	914,200	4,826,100	194.6%
CAPITAL EXPENDITURES	**14,490,800**	**83,420,600**	**26,726,700**	**82,992,100**	**-0.5%**
ENDING BALANCE					
Capital Reserve	39,842,300	7,793,300	57,073,300	14,165,300	81.8%
TOTAL CAPITAL EXPENDITURES AND ENDING BALANCE	**$54,333,100**	**$91,213,900**	**$83,800,000**	**$97,157,400**	**6.5%**

2008 BUDGET
INSURANCE SUMMARY

Insurance Revenues & Transfers

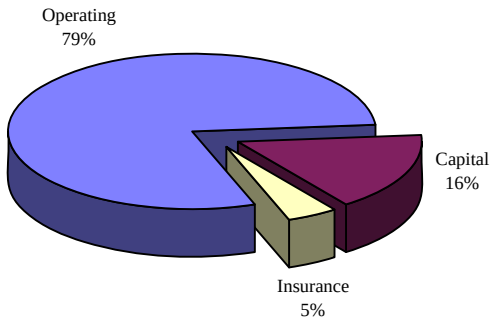


Insurance Expenditures



(rounded to the nearest $100)	2006 YEAR-END ACTUALS	2007 AMENDED BUDGET	2007 YEAR-END ESTIMATE	2008 BUDGET	% CHANGE 2008 BUDGET TO 2007 BUDGET
INSURANCE REVENUES					
REVENUES					
Liability Insurance Interest	$285,600	$114,400	$149,400	$181,400	58.6%
Workers' Comp. Interest	15,700	71,000	30,000	21,100	-70.3%
Unemployment Insurance Interest	35,600	8,100	43,500	57,400	608.6%
Sound Transit Reimbursement Liability	540,000	478,000	548,000	350,000	-26.8%
Sound Transit Reimbursement Other	22,400	100,300	73,300	75,300	-24.9%
REVENUES	899,300	771,800	844,200	685,200	-11.2%
TRANSFERS					
Liability Insurance Transfer	770,700	479,100	724,400	246,900	-48.5%
Workers' Comp. Transfer	475,800	638,400	588,400	1,210,300	89.6%
Unemployment Insurance Transfer	35,900	24,500	24,500	(951,700)	-3984.5%
TRANSFERS	1,282,400	1,142,000	1,337,300	505,500	
REVENUES AND TRANSFERS	**2,181,700**	**1,913,800**	**2,181,500**	**1,190,700**	**-37.8%**
BEGINNING BALANCES					
Liability Insurance	3,417,900	3,341,600	3,735,400	3,630,500	8.6%
Workers' Comp. Insurance	1,059,800	428,100	750,200	418,600	-2.2%
Unemployment Insurance	1,107,700	1,068,300	1,087,800	1,149,000	7.6%
BEGINNING BALANCES	5,585,400	4,838,000	5,573,400	5,198,100	7.4%
TOTAL INSURANCE REVENUES AND BEGINNING BALANCES	7,767,100	6,751,800	7,754,900	6,388,800	-5.4%
INSURANCE EXPENDITURES					
Liability and Other Insurance	1,278,700	1,671,800	1,526,800	1,408,800	-15.7%
Workers' Comp. Insurance	821,100	1,000,000	950,000	900,000	-10.0%
Unemployment Insurance	93,900	80,000	80,000	80,000	0.0%
INSURANCE EXPENDITURES	**2,193,700**	**2,751,800**	**2,556,800**	**2,388,800**	**-13.2%**
ENDING BALANCES					
Liability Insurance	3,735,400	2,741,300	3,630,500	3,000,000	-17.4%
Workers' Comp. Insurance	730,300	137,500	418,600	750,000	445.5%
Unemployment Insurance	1,107,700	1,121,200	1,149,000	250,000	-77.7%
ENDING BALANCES	5,573,400	4,000,000	5,198,100	4,000,000	0.0%
TOTAL INSURANCE EXPENDITURES AND ENDING BALANCES	$7,767,100	$6,751,800	$7,754,900	$6,388,800	-5.4%

Ending Balances



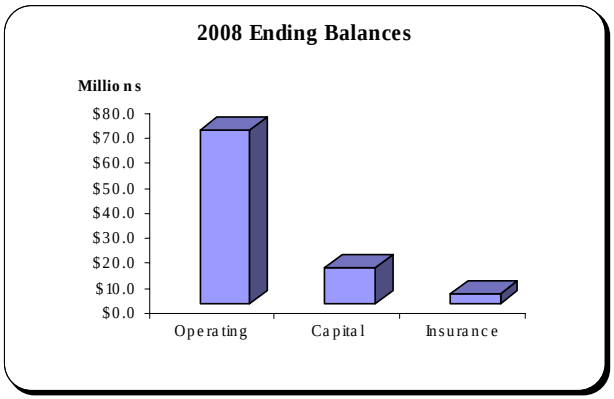
2008 BUDGET
ENDING BALANCES

(rounded to the nearest $100)	2006 YEAR-END ACTUALS	2007 AMENDED BUDGET	2007 YEAR-END ESTIMATE	2008 BUDGET	% CHANGE 2008 BUDGET TO 2007 BUDGET
OPERATING					
Revenues	$113,015,900	$116,449,700	$115,315,600	$126,456,400	8.6%
Less: Expenditures	(86,223,100)	(97,223,900)	(94,595,300)	(111,182,300)	14.4%
Subtotal	26,792,800	19,225,800	20,720,300	15,274,100	-20.6%
Plus: Beginning Balance	49,845,800	49,749,400	50,378,200	54,761,200	10.1%
Less: Transfers					
Capital Reserve	(3,500,000)	(15,000,000)	(15,000,000)	-	-100.0%
Insurance	(1,282,400)	(1,142,000)	(1,337,300)	(505,500)	-55.7%
ENDING OPERATING BALANCE	**$71,856,200**	**$52,833,200**	**$54,761,200**	**$69,529,800**	**31.6%**
CAPITAL					
Revenues	$7,394,700	$16,496,100	$9,082,200	$40,084,000	143.0%
Plus: Transfers					
Capital Reserve	3,500,000	15,000,000	15,000,000	-	-100.0%
Subtotal Revenue	10,894,700	31,496,100	24,082,200	40,084,000	27.3%
Less: Expenditures	(14,490,800)	(83,420,600)	(26,726,700)	(82,992,100)	-0.5%
Subtotal	(3,596,100)	(51,924,500)	(2,644,500)	(42,908,100)	-17.4%
Plus: Beginning Balance	43,438,400	59,717,800	59,717,800	57,073,400	-4.4%
ENDING CAPITAL BALANCE	**$39,842,300**	**$7,793,300**	**$57,073,300**	**$14,165,300**	**81.8%**
INSURANCE					
Revenues	$899,300	$771,800	$844,200	$685,200	-11.2%
Plus: Transfers	1,282,400	1,142,000	1,337,300	505,500	-55.7%
Subtotal Revenue	2,181,700	1,913,800	2,181,500	1,190,700	-37.8%
Less: Expenditures	(2,193,700)	(2,751,800)	(2,556,800)	(2,388,800)	-13.2%
Subtotal	(12,000)	(838,000)	(375,300)	(1,198,100)	43.0%
Plus: Beginning Balance	5,585,400	4,838,000	5,573,400	5,198,100	7.4%
ENDING INSURANCE BALANCE	**$5,573,400**	**$4,000,000**	**$5,198,100**	**$4,000,000**	**0.0%**
GRAND TOTAL - ALL BALANCES	**$117,271,900**	**$64,626,500**	**$117,032,600**	**$87,695,100**	**35.7%**

2008 BUDGET
ENDING BALANCES REQUIREMENTS

In brief:

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



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

The Operating Fund (working cash) reserve amount is a minimum of two months of Agency operating expenditures. The balance of $69,529,800 at the end of 2008 meets the requirements. The ending balance increase from 2007 year-end estimate to 2008 Budget is a result of the margin of 2008 projected revenues over 2008 projected expenses after transfers to capital and insurance reserves. The amount of the reserves over the required margin is projected to be utilized over the six-year plan.

The Capital Fund reserve is dedicated to approved current capital projects. The reserve is established in order to replace capital equipment and facilities as they wear out. It is set at a level equal to ten percent of the six-year average annual capital expenditures and fifty percent of the average annual grant funding program in the Six-Year Financial Plan. The reserve at the end of 2013 meets the requirement.

The Insurance Fund reserve is set at a level to adequately protect the Agency from self-insurance risks and is reviewed annually. The 2008 reserve is set at $4 million.

At the end of 2008, the total Agency fund balance will be $87.7 million. A comparison of the ending balances for all the categories for three years and the percent change from 2007 year-end estimate to 2008 is located in the Budget Summary section.

In brief:

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

Debt Policy Summary

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

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

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

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

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

In brief:

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

Legal Debt Limit

	Non-voted	Maximum (1)
	Non-voted	Maximum (1)
Assessed Value	$ 42,915,280,146	$ 42,695,373,268
Percentage of Assessed Value	0.375%	1.250%
Legal Debt Limit	160,932,301	533,692,166
Debt Outstanding	(1,750,000)	(1,750,000)
Remaining Debt Capacity	$ 159,182,301	$ 531,942,166
Remaining Debt Capacity	98.9%	99.7%

(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 2007 assessments for 2008 tax collections. The value of all taxable property for tax purposes is estimated to be $42.9 billion. On this basis, the Agency's remaining debt capacity is $159.2 million and $531.9 million as of January 1, 2008 for non-voted and voted debt respectively.

The existing debt levels at 1.1% of the non-voted debt capacity and 0.33% 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.

In brief:

The total Pierce Transit bonds payable principle is $1,750,000. With interest of $187,717, the total debt service is $1,937,717.

The 2008 Budget contains $14,000,000 for bond proceeds and $629,405 for the Peninsula Park & Ride debt service beginning July 1, 2008. The Bonds Payable will be revised at the time of bond issuance.

Bonds Payable

In 1999, Pierce Transit issued $3,795,000 of limited sales tax general obligation bonds. These bonds were issued to advance refund bonds issued in 1992 with maturity dates between 2003 and 2011. Bond payments are made from sales tax revenues. The remaining debt service requirement of the 1999 refinancing bonds, which are the only outstanding bonds, follows. Interest is paid on June 1 and December 1 with principal paid on December 1. The existing debt has been rated 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
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
		$ 1,750,000	$ 187,717	$1,937,717

In brief:

Pierce Transit workforce represents the diversity of customers served.

Majority – 69%

African American – 20%

Native American – 1%

Asian – 6%

Hispanic – 4%

Personnel Summary

The 2008 Budget includes 1,073 positions and 1,038.2 full-time equivalents (FTEs). Program enhancements in 2008 include service improvements in route schedule, maintenance, and recovery time. Positions include 32 operators and 13 maintenance and service support personnel. Supporting these service improvements will be three quality assurance personnel and one contract administration manager. Specialized Transportation improvements will include four staff for administration and compliance with ADA.

An increased Agency focus on the safety and security of customers and employees will result in the conversion of the current contracted security service to a 23 member dedicated Agency security force properly trained and capable to meet the demands and emergency response requirements. There will also be an Occupational Safety Specialist hired to improve workplace safety.

Other program enhancements include the addition of four personnel for the expansion of employee training and development programs and one administrative support person in both purchasing and capital development. Three current contract personnel supporting project and risk management and human resources are being converted to regular positions.

There are 86 new positions for an increase of 8.7% over 2007. The Transportation Services Department represents 851 or 79% of total positions. The following pages include a Personnel Summary showing FTEs and Positions by Department and Division for 2005, 2006, 2007, and 2008 including the change from 2008.

Department breakdowns are as follows:

Executive – *Administration, Transit Public Safety, Office of Executive Services, and Office of Information Technology*

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

Capital Development - *Administration, Project Management, Office of Real Estate and Facilities*

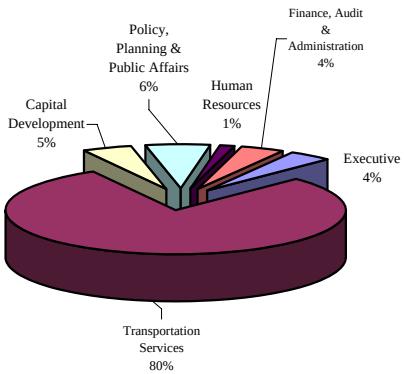
Policy, Planning & Public Affairs - *Administration, Office of Planning & Scheduling, and Office of Public Affairs*

Human Resources - *Human Resources*

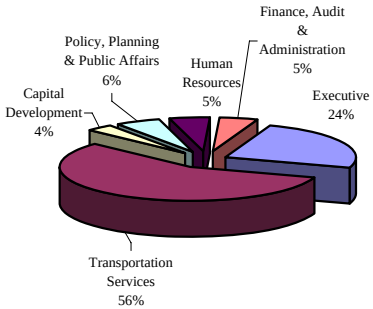
Finance, Audit & Administration - *Administration, Risk Management, Office of Finance, and Office of Procurement, Warehousing, and Administrative Services*

2008 BUDGET
PERSONNEL SUMMARY

2008 FTE's by Department



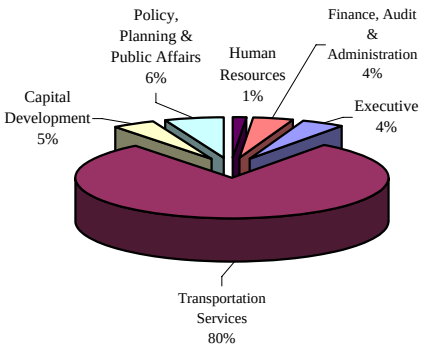
Increase in FTE's by Department



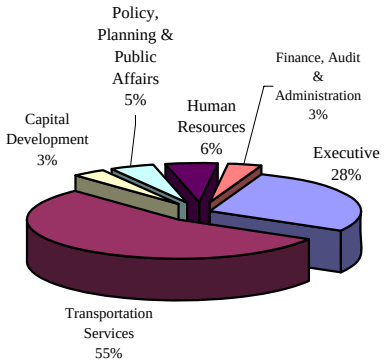
Department / *Office* / Division	FTEs 2005 Budget	FTEs 2006 Budget	FTEs 2007 Budget	FTEs 2008 Budget	FTEs 2008-2007 Change	Positions 2005 Budget	Positions 2006 Budget	Positions 2007 Budget	Positions 2008 Budget	Positions 2008-2007 Change
Executive										
Administration	2.7	3.4	3.0	3.0	-	4.0	5.0	3.0	3.0	-
Transit Public Safety	2.0	2.0	3.0	23.0	20.0	2.0	2.0	3.0	26.0	23.0
Office of Executive Services										
Executive Services Admin	-	-	1.0	1.0	-	-	-	1.0	1.0	-
Occupational Safety	1.0	1.0	1.0	1.5	0.5	1.0	1.0	1.0	2.0	1.0
Office of Information Technology										
Administration	-	-	1.0	1.0	-	-	-	1.0	1.0	-
Information Systems	9.5	10.5	12.5	13.0	0.5	10.0	11.0	13.0	13.0	-
Telecommunications	-	-	2.0	2.0	-	-	-	2.0	2.0	-
Total	15.2	16.9	23.5	44.5	21.0	17.0	19.0	24.0	48.0	24.0
Transportation Services										
Administration	2.0	2.0	4.0	8.0	4.0	2.0	2.0	4.0	8.0	4.0
Office of Fleet Maintenance										
Administration	3.8	2.0	2.0	2.0	-	4.0	2.0	2.0	2.0	-
Automotive	28.0	31.0	32.5	64.0	31.5	28.0	31.0	33.0	64.0	31.0
Bus	93.8	93.0	95.0	67.5	(27.5)	94.0	93.0	95.0	69.0	(26.0)
Training	1.0	1.0	1.0	1.0	-	1.0	1.0	1.0	1.0	-
Office of Operations										
Administration	-	-	1.0	1.0	-	-	-	1.0	1.0	-
Fixed Route Admin	7.8	8.0	9.0	9.0	-	8.0	8.0	9.0	9.0	-
Fixed Route Dispatch	-	-	7.0	7.0	-	-	-	7.0	7.0	-
Fixed Route Operations	461.4	471.3	479.2	508.9	29.7	493.0	503.0	523.0	555.0	32.0
SHUTTLE Admin	39.0	39.0	31.0	33.0	2.0	39.0	40.0	29.0	31.0	2.0
SHUTTLE Operations	34.3	34.3	34.3	34.3	-	29.0	29.0	29.0	29.0	-
Office of Service Quality										
Administration	-	-	1.0	1.0	-	-	-	1.0	1.0	-
Bus Safety & Training	8.5	8.8	10.0	11.0	1.0	8.0	8.0	10.0	11.0	1.0
Op Communications Admin	-	-	2.0	2.0	-	-	-	2.0	2.0	-
Op Communications Ops	-	-	21.0	23.0	2.0	-	-	21.0	23.0	2.0
Service Support Admin	60.0	61.0	3.0	3.0	-	57.0	57.0	3.0	3.0	-
Service Support Ops	-	-	42.0	48.0	6.0	-	-	34.0	35.0	1.0
Total	739.6	751.4	775.0	823.7	48.7	763.0	774.0	804.0	851.0	47.0

2008 BUDGET
PERSONNEL SUMMARY

2008 Positions by Department



Increase in Positions by Department



Department / *Office* / Division	FTEs 2005 Budget	FTEs 2006 Budget	FTEs 2007 Budget	FTEs 2008 Budget	FTEs 2008-2007 Change	Positions 2005 Budget	Positions 2006 Budget	Positions 2007 Budget	Positions 2008 Budget	Positions 2008-2007 Change
Capital Development										
Administration	2.0	2.0	1.0	2.0	1.0	2.0	2.0	1.0	2.0	1.0
Project Management	2.0	2.0	3.0	4.0	1.0	2.0	2.0	3.0	4.0	1.0
Office of Real Estate & Facilities										
Administration	-	-	1.0	1.0	-	-	-	1.0	1.0	-
Bus Stop Program	4.0	4.0	3.0	3.0	-	4.0	4.0	3.0	3.0	-
Capital Fac & Const Project	5.0	5.5	5.5	5.5	-	5.0	6.0	6.0	6.0	-
Facilities Management	31.5	34.0	32.0	33.0	1.0	32.0	34.0	32.0	33.0	1.0
Total	44.5	47.5	45.5	48.5	3.0	45.0	48.0	46.0	49.0	3.0
Policy, Planning & Public Affairs										
Administration	1.0	1.8	4.0	4.0	-	1.0	2.0	4.0	4.0	-
Office of Planning & Scheduling										
Administration	11.8	11.0	1.0	1.0	-	12.0	11.0	1.0	1.0	-
Planning	-	-	5.8	8.0	2.3	-	-	6.0	8.0	2.0
Scheduling	-	-	4.0	4.0	-	-	-	4.0	4.0	-
Office of Public Affairs										
Administration	-	-	2.0	2.0	-	-	-	2.0	2.0	-
ADA	3.3	3.3	5.0	7.0	2.0	3.0	3.0	5.0	7.0	2.0
Marketing	29.1	29.6	26.3	26.8	0.5	31.0	32.0	28.0	28.0	-
Vanpool	9.3	9.3	11.0	11.0	-	10.0	10.0	11.0	11.0	-
Total	54.5	55.0	59.1	63.8	4.8	57.0	58.0	61.0	65.0	4.0
Human Resources										
Human Resources	8.0	8.0	9.8	14.0	4.3	8.0	8.0	10.0	15.0	5.0
Total	8.0	8.0	9.8	14.0	4.3	8.0	8.0	10.0	15.0	5.0

2008 BUDGET
PERSONNEL SUMMARY

Department / *Office* / Division	FTEs 2005 Budget	FTEs 2006 Budget	FTEs 2007 Budget	FTEs 2008 Budget	FTEs 2008-2007 Change	Positions 2005 Budget	Positions 2006 Budget	Positions 2007 Budget	Positions 2008 Budget	Positions 2008-2007 Change
Finance, Audit & Administration										
Administration	1.0	1.0	2.0	2.0	-	1.0	1.0	2.0	2.0	-
Risk Management	3.0	3.0	3.0	4.0	1.0	3.0	3.0	3.0	4.0	1.0
Office of Finance										
Administration	-	-	3.0	3.0	-	-	-	3.0	3.0	-
Accounting	12.3	12.3	6.0	6.0	-	14.0	14.0	6.0	6.0	-
Budgeting	2.0	2.0	3.0	3.0	-	2.0	2.0	3.0	3.0	-
Revenue Accounting	-	-	3.7	4.7	1.0	-	-	6.0	6.0	-
Office of Procurement, Warehousing & Admin Svcs										
Administration	-	-	1.0	1.0	-	-	-	1.0	1.0	-
Administrative Services	7.0	7.0	5.0	5.0	-	7.0	7.0	5.0	5.0	-
Purchasing	13.0	14.0	3.0	4.0	1.0	13.0	14.0	3.0	4.0	1.0
Warehousing	-	-	10.0	11.0	1.0	-	-	10.0	11.0	1.0
Total	38.3	39.3	39.7	43.7	4.0	40.0	41.0	42.0	45.0	3.0
AGENCY TOTAL	**900.1**	**918.0**	**952.5**	**1,038.2**	**85.7**	**930.0**	**948.0**	**987.0**	**1,073.0**	**86.0**

NOTES: Totals may not add due to rounding.

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

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

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

2008 BUDGET
DETAIL OF FTE / POSITION CHANGES
BY DEPARTMENT / DIVISION

Department Division	Description		Change in 2008 FTEs	Change in 2008 Positions
Executive				
Transit Public Safety	Physical Security & Records Manager	New	1.0	1.0
	Security Planning & Response Manager	New	0.5	1.0
	Transit Security Sergeant	New	5.6	6.0
	Transit Security Officer	New	12.9	15.0
			20.0	*23.0*
Occupational Safety	Safety Specialist	New	0.5	1.0
			0.5	*1.0*
Information Technology	Senior Systems Analyst	Reclass	1.0	1.0
	Systems Analyst	Reclass	-1.0	-1.0
	Assistant Network Administrator	Annualize	0.5	0.0
	Planner II	Reclass	1.0	1.0
	Planner I	Reclass	-1.0	-1.0
			0.5	*0.0*
	Total Executive		**21.0**	**24.0**
Transportation Services				
Administration	Contract Administration Manager	New	1.0	1.0
	Quality Assurance Coordinator	New	1.0	1.0
	Quality Assurance Specialist	New	2.0	2.0
	Special Events Manager	Reclass	1.0	1.0
	Service Supervisor	Reclass	-1.0	-1.0
			4.0	*4.0*
Fleet Maintenance - Automotive	Vehicle Custodian	Annualize	*0.5*	*0.0*
	Transfers from Bus	Transfer	*31.0*	*31.0*
			31.5	*31.0*
Fleet Maintenance - Bus	Transfer to Automotive	Transfer	-31.0	-31.0
	Lead Mechanic	Reclass	1.0	1.0
	Journey Level Mechanic	Reclass	-1.0	-1.0
	Equipment Body Repairer	New	1.0	1.0
	Vehicle Custodian	New	1.0	1.0
	Apprentice	New	0.25	1.0
	Apprentice	New	0.50	1.0
	Apprentice	New	0.75	1.0
			-27.5	*-26.0*
Fixed Route Operations	Transit Operators	Annualize	11.8	0.0
	Transit Operators	New	11.5	25.0
	Relief Operators	New	6.4	7.0
			29.7	*32.0*

2008 BUDGET
DETAIL OF FTE / POSITION CHANGES
BY DEPARTMENT / DIVISION

Department Division	Description		Change in 2008 FTEs	Change in 2008 Positions
SHUTTLE Admin	Assistant Manager	New	*1.0*	*1.0*
	Shuttle Archivists	New	*2.0*	*2.0*
	Dispatcher (transfer to Ops Comm Ops)	Transfer	*-1.0*	*-1.0*
			2.0	*2.0*
Bus Safety & Training	Instructor	New	*1.0*	*1.0*
			1.0	*1.0*
Ops Communication Ops	Service Supervisor	New	*1.0*	*1.0*
	Dispatcher (transfer from SHUTTLE Admin)	Transfer	*1.0*	*1.0*
			2.0	*2.0*
Service Support Ops	Service Supervisor	New	*1.0*	*1.0*
	Relief Service Supervisor	New	*5.0*	*0.0*
			6.0	*1.0*
	Total Transportation Services		**48.7**	**47.0**
Capital Development				
Administration	Executive Assistant	New	1.0	1.0
			1.0	*1.0*
Project Management	Project Manager (convert from contract)	New	1.0	1.0
			1.0	*1.0*
Facilities Management	Facilities Custodian II	New	1.0	1.0
			1.0	*1.0*
	Total Capital Development		**3.0**	**3.0**

2008 BUDGET
DETAIL OF FTE / POSITION CHANGES
BY DEPARTMENT / DIVISION

Department Division	Description		Change in 2008 FTEs	Change in 2008 Positions
Policy, Planning & Public Affairs				
Planning	CAD/AVL Data Analyst	New	2.0	2.0
	Principal Planner	Annualize	0.3	0.0
			2.3	*2.0*
ADA	ADA Program Coordinator	New	1.0	1.0
	Lead Travel Trainer	New	1.0	1.0
			2.0	*2.0*
Marketing	CSR	New	0.5	0.0
			0.5	*0.0*
	Total Policy, Planning & Public Affairs		**4.8**	**4.0**
Human Resources				
	Senior Human Resource Analyst	New	1.0	1.0
	Human Resource Specialist	New	1.0	1.0
	Human Resource Specialist	New	0.5	1.0
	Human Resource Specialist (convert from contract)	New	0.5	1.0
	Benefits & Employee Compensation Manager	New	1.0	1.0
	Training & Employee Development Manager	Annualize	0.3	0.0
	Total Human Resources		**4.3**	**5.0**
Finance, Audit & Administration				
Risk Management	Risk Management Assistant (convert from contract)	New	1.0	1.0
	Claims Specialist	Reclass	1.0	1.0
	Risk Management Assistant	Reclass	-1.0	-1.0
			1.0	*1.0*
Revenue Accounting	Clerical Assistant	New	0.4	0.0
	Revenue Supervisor	Annualize	0.6	0.0
			1.0	*0.0*
Purchasing	Purchasing Assistant	New	1.0	1.0
			1.0	*1.0*
Warehousing	Warehouse Tech I	New	1.0	1.0
	Admin Specialist I	Reclass	-1.0	-1.0
	Division Assistant	Reclass	1.0	1.0
			1.0	*1.0*
	Total Finance, Audit & Administration		**4.0**	**3.0**
* Totals may not add due to rounding	**AGENCY TOTAL ***		**85.7**	**86.0**

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.

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.

In brief:

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

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

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

A description of the policies is shown at the right.

1) *Accountability:* Operating/capital expenditure accountability is assured by the monthly comparison of actual expenditures to budget by the Executive Team. A quarterly report is also provided for the Board of Commissioners. Action to bring the budget into balance would follow if necessary.

2) *Accounting Practices*: Accounting practices will conform to generally accepted accounting principles as promulgated by the Government Accounting Standards Board and will maintain complete and accurate accounting records.

3) *Asset inventory:* An asset inventory shall be maintained to assess the condition of all major capital assets. This information is used to plan for the ongoing financial commitments to maximize the public's benefit.

4) *Audit:* The Washington State Auditor's Office will audit Pierce Transit annually including compliance with federal single audit requirements.

5) *Balanced budget:* A balanced budget is required. The budget is balanced if current revenues, plus reserves, are equal to or greater than expenditures. Budgeted financial requirements shall not exceed estimated financial resources in any given year. Funding shall be available for the timely replacement of capital assets at the end of their useful lives and ensure that funding is available for future expansion needs.

6) *Debt:* Debt or financing arrangements shall not be entered into unless the transaction complies with the Pierce Transit Debt Policy, Washington State RCW 39.36.010 and 35.58.272 and applicable federal laws, and has been approved by the Board of Commissioners.

7) *Designated Balances:* Designated balances for capital replacement and self-insurance shall be maintained in accordance with the policy adopted by the Board of Commissioners.

Financial Plan in brief:

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

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

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

8) *Ethics:* The Pierce Transit Code of Ethics, Chapter 1.12, provides guidance in keeping with the policies and laws of the State of Washington for ethical conduct. It is applicable to all members of the Board of Commissioners and employees. The code recognizes that the highest standards of ethics are essential to the conduct of local government. The policy is to uphold, promote, and demand the highest standards of ethics for personal integrity, truthfulness, honesty, and fairness in carrying out public duties.

9) *Fares:* Fares are established by the Board of Commissioners following public hearings that are required by the Federal Transit Administration. The farebox recovery ratio is intended to recover a reasonable percentage of operating costs while remaining consistent with the regional fare structure.

10) *Financial Plan:* Each year, Pierce Transit shall develop a six-year financial forecast. The forecast shall project revenues and expenses. This forecast shall be used for developing the capital and operating budgets and reporting in the Transit Development Plan required by the State of Washington RCW 38.58.2795. The plan shall be reviewed with the Board of Commissioners.

11) *Financial Reporting:* A Comprehensive Annual Financial Report (CAFR) will be issued annually within six months after the end of the fiscal year, accompanied by an independent auditor's report from the State Auditor's Office.

12) *Grant Management:* All grants shall be managed to comply with the laws, regulations, and guidance of the grantor.

13) *Insurance:* Appropriate insurance coverage shall be maintained to mitigate the risk of material loss. For self-insured coverage, a separately funded insurance reserve shall be maintained in an amount equal to the estimated liability for incurred losses that have not yet been paid and an allowance for claims incurred but not filed.

Reserve Policy in brief:

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

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

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

14) *Investment:* Pierce Transit shall invest available funds in conformance with the investment policy adopted by the Board of Commissioners. Allowable investments and diversification of investments across security types, financial institutions, and maturities are specified.

15) *Reserve Policy:* The economy's cyclical nature, the need for adequate reserves to mitigate current and future risks, and requirements for financial resources for asset acquisition create a necessity for comprehensive reserve policies. The Pierce Transit Code for Reserve Policy, Chapter 3.63 provides written guidelines and restrictions.

16) *Purchasing Practices:* The Pierce Transit Code for Purchasing Procedures, Chapter 3.12, describes the conditions under which the Board of Commissioners may authorize the Chief Executive Officer to purchase goods and services. Specific limits and requirement s are included. Intergovernmental cooperative purchasing is also authorized.

17) *Service Levels:* Operations will be performed at the most economical cost while maintaining desired service levels. Opportunities will be reviewed periodically to ensure that Pierce Transit is operating as efficiently and economically as possible, without compromising quality.

18) *Travel Policy:* The Pierce Transit Code for Travel, Chapter 3.28, identifies the requirements for travel and business expense reimbursement, allowable expenses, use of privately owned vehicles, automobile rentals, and the use of the Agency credit card program.

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.

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

Personnel

Capital projects over a cumulative total of $50,000

New capital projects

Budget and spending control

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

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

Designated funds:

Operating

Capital

Insurance

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

Designated fund balances

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

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

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

In brief:

The budget process is

Annual

For a fiscal year of

January 1 – December 31

Based on a

Clear mission

Stakeholder input

Provided to the public through

Web page

Libraries

Study session

Adopted by the Board

Monitored

Modified as necessary

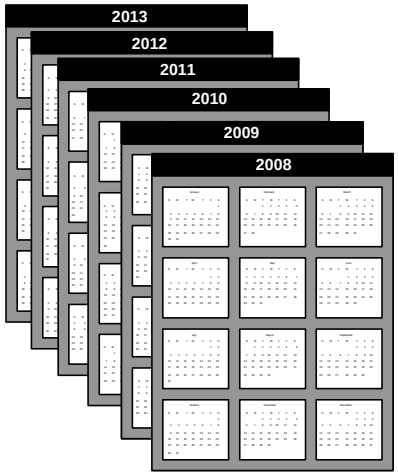
The process

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

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

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

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



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.

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

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

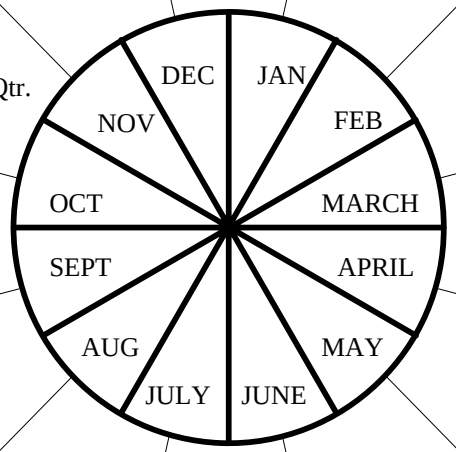
Fifth Step - The Executive Team reviews the preliminary budget. Meetings are held with managers as necessary. Changes are made and the final preliminary budget is submitted to the Board of Commissioners Administrative/Finance/Audit Committee for evaluation and comment.

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

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

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

2008 BUDGET
ANNUAL BUDGET DEVELOPMENT CALENDAR



December

Adoption of Final Budget
Management Team Briefing

November

Preliminary Budget Study Session
Admin/Finance/Audit Committee Review
Executive Team Budget Approval

Analyze 3rd Qtr.

October

Executive Team Budget Review
Budget Office Compiles Revisions
Divisions Submit Revisions

September

Executive Team Budget Review
Budget Office Compiles Budget
Divisions Submit Operating Budget Requests

August

Divisions Develop Operating Budget Requests
Managers Present Division Goals and Objectives

Analyze 2nd Qtr.

July

Management Team Budget Process Review
Goals & Service Plans
Six-Year Financial Forecast
Preliminary Capital Budget

January

Finalize Adopted Budget Document
Implement Adopted Budget
Annual Call for Capital Budget Requests

February

Initiate Planning Processes
Executive Team Approves Budget Calendar

March

Planning Processes Continue
Capital Budget Requests Due
Capital Budget Requests Reviewed

Analyze 4th Qtr.

April

Transit Development Plan

May

Analyze 1st Qtr.

June

Capital Planning
Recommendation to Executive Team
Executive Team Approves Preliminary Capital Budget Requests
Budget Office Activates Budget System

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.

Budget Development Context

Pierce Transit's annual budget is an integral part of the Agency's larger process for accomplishing its mission. Pierce Transit identified five primary objectives and a series of strategies that are intended to implement each objective. They were formalized in Pierce Transit's Strategic Business Plan – 2004-2009, which was adopted in July 2003. The strategic plan is a visioning document that outlines the long-term policy directions that the Agency intends to pursue.

In brief:

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

These measures monitor service productivity, efficiency, and effectiveness.

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

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

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

Performance Measures and Performance Targets

Throughout 2007, Pierce Transit continued its efforts to upgrade and expand its performance measurement system and began to integrate performance targets into the long-range planning and budgeting processes. While Pierce Transit has always monitored its performance, formal performance measure and targets have not been developed. The Transit Accountability and Performance Standards (TAPS) project began with a comprehensive review of existing departmental performance measures. This allowed managers to consider how departmental objectives and measures advance broader agency goals. The project team then went on to develop a set of agency-wide measures that are used to evaluate its progress towards achieving the objectives outlined in the Strategic Business Plan.

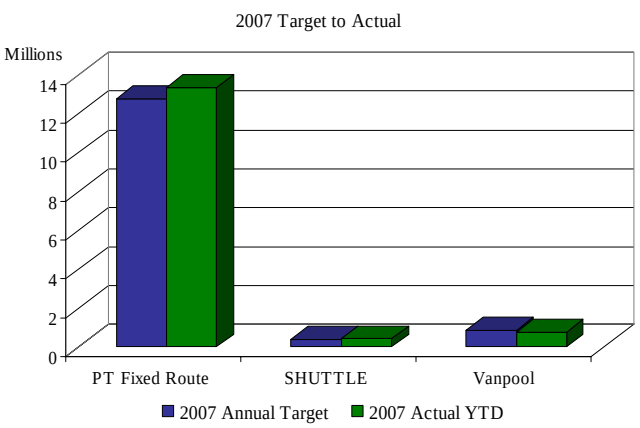
Total Boardings are favorable if above or equal to the annual target.

2007 Total Boardings Performance:

PT fixed route favorable and above target.

SHUTTLE favorable and above target.

Vanpool unfavorable and below target.



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

Currently, Pierce Transit employs five external performance measures, described below. Specific targets, which are consistent with budget estimates contained elsewhere in this document, have been identified. Targets will be modified each year as more information is being developed. In 2007, these measures were reported and monitored at an Agency-wide level for progress towards goals. The 2008 measures have been developed and are shown below. Targets have been set for 2008.

External Measures

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

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

Total Boardings	2007 Annual Target	2007 Estimated YTD Actual	2007 YTD % of Target	2008 Annual Target
Pierce Transit (PT) Fixed Route - includes local fixed route, express service, and BusPLUS; excludes Sound Transit.	12,761,938	13,323,184	104.4%	13,226,461
SHUTTLE - includes directly operated and purchased services.	401,333	423,539	105.5%	435,986
Vanpool - includes vanpool and special use vans.	859,000	773,075	90.0%	795,000
Total	14,022,271	14,519,798	103.5%	14,457,447

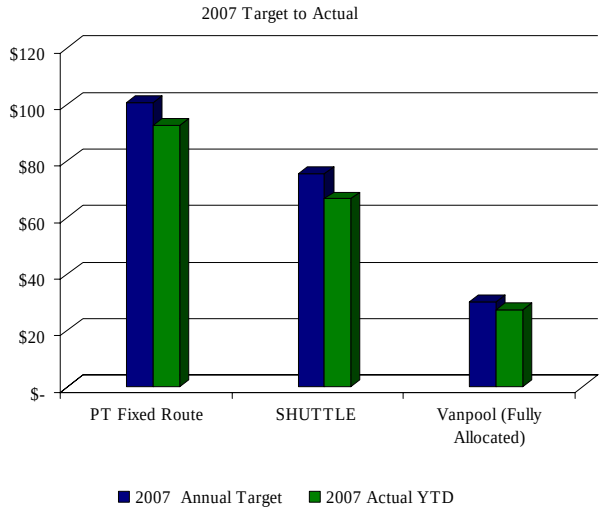
Cost per Service Hour is favorable if below or equal to the annual target.

2007 Cost per Service Hour Performance:

PT fixed route favorable and below target.

SHUTTLE favorable and below target.

Vanpool favorable and below target.



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

Cost per Service Hour	2007 Annual Target	2007 Estimated YTD Actual	Difference Favorable (Unfavorable)	2008 Annual Target
Pierce Transit (PT) Fixed Route - includes local fixed route, express service, and BusPLUS; excludes Sound Transit.	$ 100.80	$ 92.52	$ 8.28	$ 107.98
SHUTTLE - includes directly operated and purchased services.	$ 75.63	$ 66.63	$ 9.00	$ 72.14
Vanpool	$ 30.03	$ 27.25	$ 2.78	$ 33.91

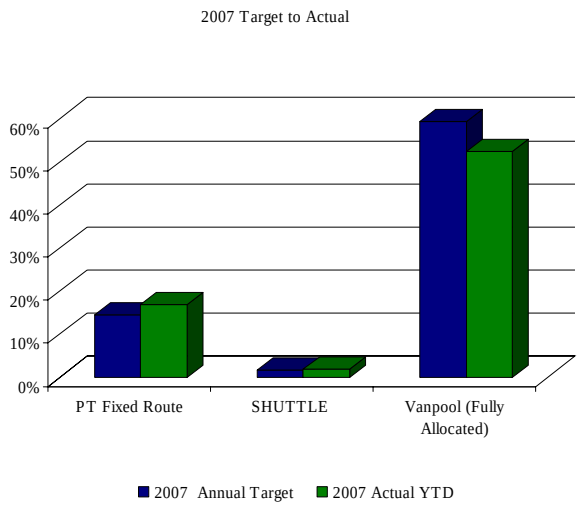
Farebox Recovery is favorable if above or equal to target.

2007 Farebox Recovery Performance:

PT fixed route favorable and above target.

SHUTTLE favorable and above target.

Vanpool unfavorable and below target.



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

Farebox Recovery	2007 Annual Target	2007 Estimated YTD Actual	2007 YTD % of Target	2008 Annual Target
Pierce Transit (PT) Fixed Route - includes local fixed route, express service, and BusPLUS; excludes Sound Transit.	14.5%	17.0%	117%	13.6%
SHUTTLE - includes directly operated and purchased services.	1.8%	1.9%	107%	1.8%
Vanpool	59.4%	52.4%	88%	52.4%

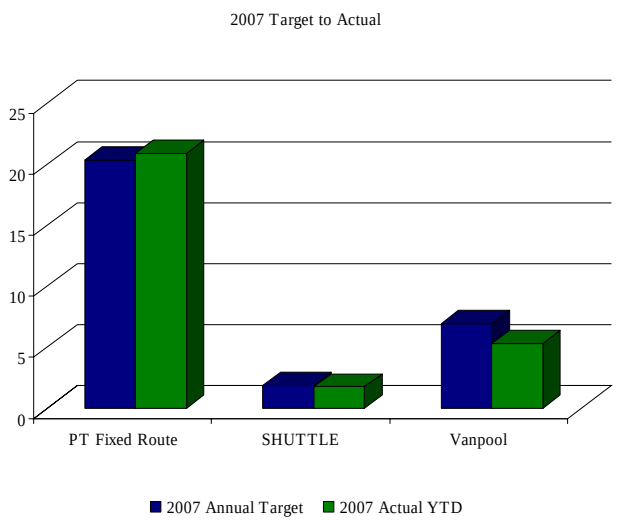
Passenger per Service Hour is favorable if above or equal to target.

2007 Passenger per Service Hour Performance:

PT fixed route favorable and above target.

SHUTTLE unfavorable and below target.

Vanpool unfavorable and below target.



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

Passengers per Service Hour	2007 Annual Target	2007 Estimated YTD Actual	Difference Favorable (Unfavorable)	2008 Annual Target
Pierce Transit (PT) Fixed Route - includes local fixed route, express service, and BusPLUS; excludes Sound Transit.	20.40	20.91	0.51	19.8
SHUTTLE - includes directly operated and purchased services.	1.91	1.78	(0.13)	2.3
Vanpool	6.94	5.33	(1.61)	6.43

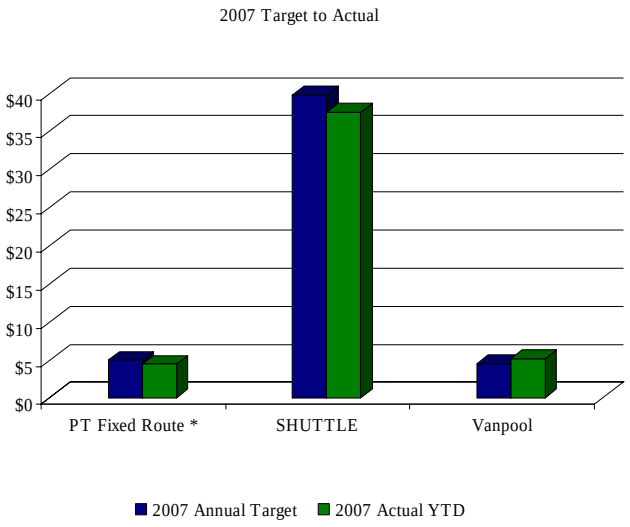
Cost per Passenger is favorable if below or equal to target.

2007 Cost per Passenger Performance:

PT fixed route favorable and below target.

SHUTTLE favorable and below target.

Vanpool unfavorable and above target.



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

Cost per Passenger	2007 Annual Target	2007 Estimated YTD Actual	Difference Favorable (Unfavorable)	2008 Annual Target
Pierce Transit (PT) Fixed Route - includes local fixed route, express service, and BusPLUS; excludes Sound Transit.	$ 4.95	$ 4.42	$ 0.53	$ 5.44
SHUTTLE - includes directly operated and purchased services.	$ 39.70	$ 37.53	$ 2.18	$ 40.60
Vanpool	$ 4.51	$ 5.12	$ (0.61)	$ 5.28

Next Steps

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

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

2008 Budget
Operating Statistics
All Modes

	2005 Budget	2006 Budget	2007 Budget	2008 Budget	% Change 2007 - 2008
Pierce Transit					
Fixed Route Local, Bus PLUS & Express					
Ridership	12,798,119	12,300,000	12,761,938	12,947,383	1.5%
Service Hours	582,111	597,672	625,462	666,223	6.5%
Service Miles	7,668,078	8,182,224	8,767,337	8,965,402	2.3%
Sound Transit					
Fixed Route Express					
Ridership	2,103,372	2,100,000	2,030,995	2,091,925	3.0%
Service Hours	175,776	168,968	154,865	170,379	10.0%
Service Miles	4,489,326	4,557,572	3,932,439	4,521,755	15.0%
Total Fixed Route (Pierce Transit & Sound Transit)					
Ridership	14,901,491	14,400,000	14,792,933	15,039,308	1.7%
Service Hours	757,887	766,640	780,327	836,602	7.2%
Service Miles	12,157,404	12,739,796	12,699,776	13,487,157	6.2%
SHUTTLE					
Ridership	505,610	442,410	401,333	435,986	8.6%
Service Hours	197,979	178,417	210,663	245,370	16.5%
Service Miles	3,486,363	3,148,300	3,316,169	3,525,996	6.3%
Vanpool					
Ridership	759,000	764,400	859,000	795,000	-7.5%
Service Hours	107,630	108,112	123,729	145,000	17.2%
Service Miles	4,143,000	4,054,200	4,363,000	4,214,463	-3.4%
AGENCY TOTAL (Fixed Route, Bus PLUS, SHUTTLE & Vanpool)					
Ridership	16,166,101	15,606,810	16,053,266	16,270,294	1.4%
Service Hours	1,063,496	1,053,169	1,114,719	1,226,972	10.1%
Service Miles	19,786,767	19,942,296	20,378,945	21,227,616	4.2%

Public transportation can no longer be looked at as a local service; the coordinated system helps people across the region. As an integral part of the regional transportation system, Pierce Transit connects with transit agencies in Pierce, Thurston and King Counties; with the Washington State Ferries at Pt. Defiance; and with Sound Transit express buses, light rail, and commuter trains. Transit also provides service to Amtrak and Greyhound passenger terminals in Tacoma.

Pierce Transit BUDGET 2008

OPERATING BUDGET

PIERCE TRANSIT

In brief:

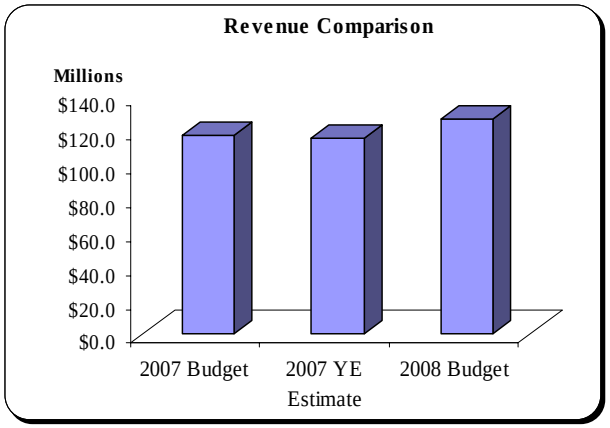
The Operating Budget reflects discussions with staff and the Board of Commissioners regarding the Strategic Business Plan, Six-Year Financial Plan, and options available to increase ridership and improve service.

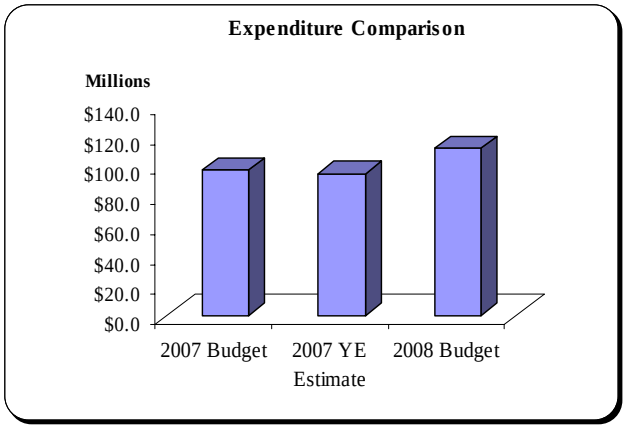
Operating budget revenue in 2008 is increasing 8.6% largely as a result of the increase in the sales tax revenue and a change in the allocation of funds to the Operating Budget for preventive maintenance to improve cash management as authorized by the Federal Transit Administration (FTA). Sound Transit regional express service reimbursement accounts for the remainder of the increase.

The operating expenditure budget for 2008 is increasing by 13.9% over the 2007 Budget. The increase is driven by service improvements, system growth, personnel costs for wage and labor agreement adjustments, health and retirement benefits, and fuel costs.

2008
Operating Budget Summary
Comparison with 2007

	2007 Amended Budget	2007 Year-End Estimate	2008 Budget	Budget to Budget Change Amount	%
Operating Revenues	$ 116,449,700	$ 115,315,600	$ 126,456,400	$ 10,006,700	8.6%
Operating Expenditures	(95,878,700)	(92,923,700)	(109,238,200)	13,359,500	13.9%
	20,571,000	22,391,900	17,218,200		
Non-Operating Expenditures	(1,345,200)	(1,671,600)	(1,944,100)		
Operating Transfers	(16,142,000)	(16,337,300)	(505,500)		
Net Change - Designated Balances	$ 3,083,800	$ 4,383,000	$ 14,768,600		





Revenue:

The type of revenue and 2008 dollar and percent change from 2007 Budget is provided in the table and the change is briefly explained as follows.

Fares
- ridership increase

Advertising
- advertising demand

Sales Tax
- economy
- estimated increase

Operating Assistance
- preventive maintenance
- grants

Sound Transit
- Reimbursement rate
- Services provided

Interest
- investment balance
- interest rates

Other
- salvage sales

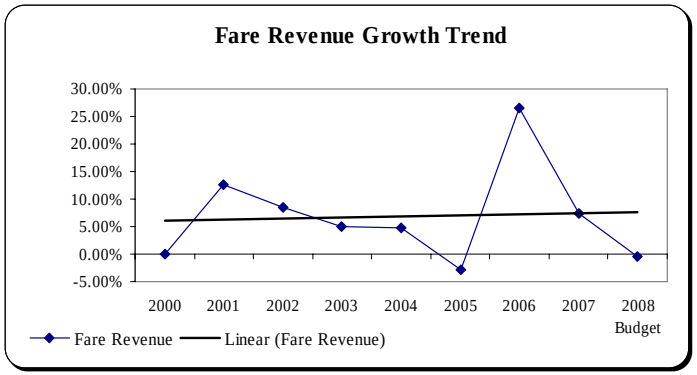
2008
Operating Budget Summary Analysis
Revenues By Object

	2007 Amended Budget	2007 Year-End Estimate	2008 Budget	Budget to Budget Change Amount	%
Operating Income					
Fares	$ 11,717,200	$ 11,878,600	$ 12,322,200	$ 605,000	5.2%
Advertising	837,500	837,500	900,000	62,500	7.5%
Sound Transit	16,289,300	16,508,300	18,616,900	2,327,600	14.3%
Non-Operating Income					
Sales Tax	79,366,200	78,203,700	82,113,900	2,747,700	3.5%
Preventive Maintenance	4,370,100	3,957,900	6,433,300	2,063,200	47.2%
Interest	1,982,200	2,061,600	2,995,300	1,013,100	51.1%
Other	288,200	272,500	365,900	77,700	27.0%
Operating Contributions	1,599,000	1,595,500	2,708,900	1,109,900	69.4%
	$ 116,449,700	$ 115,315,600	$ 126,456,400	$ 10,006,700	8.6%

In summary, Operating Income is increasing due primarily to the increase in Sound Transit service hours, which is reimbursed at a negotiated rate. Non-Operating income includes sales tax, the primary source of revenue, and is anticipated to increase 3.5% over the 2007 Budget based on area economic conditions. Preventive maintenance is increasing as a result of a change in the allocation of the funds to the Operating Budget. Interest revenue estimates are based on investment balances and projected interest rates. Operating Contributions are increasing due to anticipated grants for Commute Trip Reduction, Employer Services Programs, and for special needs operations.

In brief:

Fare revenue is affected by two factors, fare price and ridership. Ridership has been increasing since 2003. Fare increases in 2002 and 2006 resulted in additional fare revenue. The 2006 fare revenue reflects reconciliation of 2005 revenue with the Puget Sound Regional Fare System. These factors influence the trend in fare revenue.



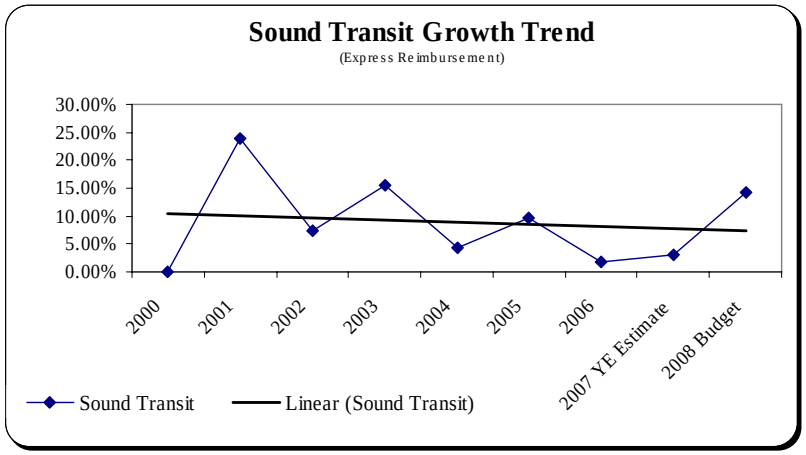
Operating Income

Fares – Fare revenue is derived from cash fares paid by customers along with other methods of fare payment such as the sale of passes, tickets, and tokens. Pierce Transit 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. The method of distribution of regional pass revenue was changed in 2007. The last fare structure revision was effective March 1, 2006. A fare history is shown in the Statistical Information section of this document.

	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		

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.

Sound Transit – Sound Transit is the Central Puget Sound Regional Transit Authority authorized by the Washington State Legislature to plan, build, and operate a high-capacity transit system within the region's most heavily used travel corridors. Pierce Transit is under contract to provide regional express services that operate within and from Pierce County. The cost of the service is based on a cost allocation model in a contractual agreement. Additional agreements are for reimbursements for the Tacoma Dome Station (TDS) shared costs, security, liability claims, and special services. The increase in revenue is a result of service hours increasing. Sound Transit is reviewing a package of new transit projects and services which could be presented to voters within Sound Transit's three-county transit district in the future. This may affect service provision in the future.



In brief:

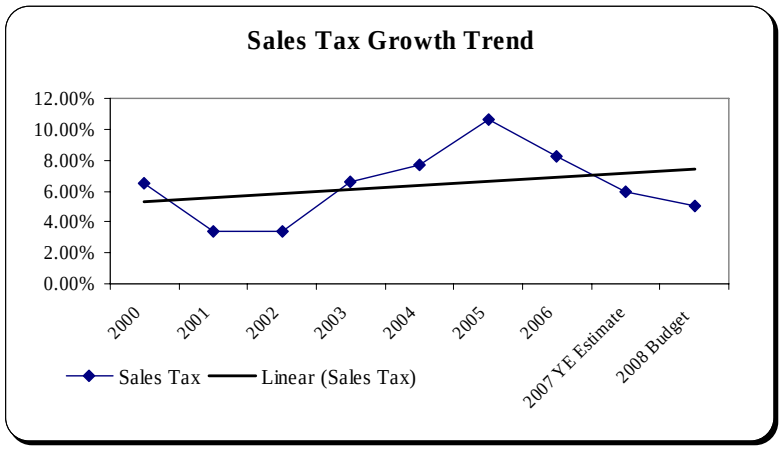
Economic conditions impact sales tax revenue collections.

Sales tax revenue is currently 64% of the annual Agency operating income.

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

Non-Operating Income

Sales Tax – The revenue is derived from a locally levied sales tax based on six-tenths of one percent of taxable sales within the Public Transportation Benefit Area. Under Washington State law, a public transportation benefit area can levy sales tax, with voter approval, up to nine-tenths of one percent of taxable sales. The current rate of six-tenths of one percent of taxable sales was approved by the voters effective July 1, 2002. The tax is imposed on purchasers of tangible personal property and certain services. Sellers collect the tax for state and local government. The State distributes the collections to the Agency on a two-month lag. Food, drugs, and some manufacturing equipment are excluded. A use tax is imposed when sales tax has not been collected. Sales tax projections are based on historical information and economic conditions. Close monitoring is conducted throughout the year with State and local economists. Sales tax revenue is projected to reach 64% of operating revenues in 2008 for $82 million. The 2008 projection is based on a growth estimate of 5% over the 2007 year-end estimate, resulting in a 3.5% increase over the 2007 budget. Services will be accelerated if the sales tax revenue comes in higher. The average growth rate in sales tax for the period 2000-2008 projected is 6.4%. However, there have been three years at only 3% and current economic conditions reflect a slowdown in growth over the nearly 12% increase in 2005.



In brief:

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

Preventive Maintenance – The Federal Transit Administration (FTA) provides Urbanized Area Formula Grants (49USC5307) to urbanized areas for transit-related purposes. Preventive maintenance expenses are eligible for this funding along with some Americans With Disabilities Act (ADA) complementary paratransit service. Apportionments are made on the basis of legislative formulas. Pierce Transit is a part of the Seattle urbanized area (UZA) with a population of more than 1,000,000. The population determines the formula. It is based on a combination of bus revenue vehicle miles, bus passenger miles, fixed guideway revenue vehicle miles, and fixed guideway route miles as well as population and population density. These federal funds are authorized in Section 5307 of the Safe, Accountable, Flexible, Efficient Transportation Act: A Legacy for Users (SAFETEA-LU) Public Law (PL) 109-59, enacted August 10, 2005 for the five year period 2005-2009. The Preventive Maintenance portion of this funding is $6,433,300 for 2008.

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.

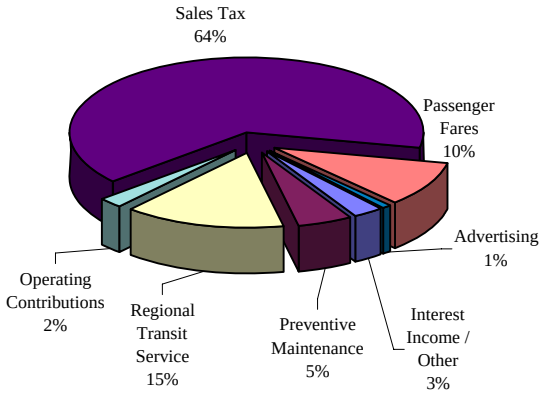
Operating Contributions

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

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

The Operating Budget revenues by the above categories as a percent of the total operating revenue and the dollar amounts for 2006 Year-End Actuals, 2007 Amended Budget, 2007 Year-End Estimate, 2008 Budget, and the percent change from 2008 to 2007 Year-End Estimates follow.

Operating Revenues



2008 BUDGET
OPERATING SUMMARY - REVENUES

(rounded to the nearest $100)	2006 YEAR-END ACTUALS	2007 AMENDED BUDGET	2007 YEAR-END ESTIMATE	2008 BUDGET	% CHANGE 2008 BUDGET TO 2007 BUDGET
OPERATING REVENUES					
OPERATING INCOME					
Passenger Fares	$11,515,000	$11,717,200	$11,878,600	$12,322,200	5.2%
Advertising	1,094,100	837,500	837,500	900,000	7.5%
Regional Transit Service					
Express Reimbursement	14,363,800	15,353,400	15,353,400	17,566,700	14.4%
TDS Reimbursement	517,600	670,900	670,900	555,200	-17.2%
Special Service Reimbursement	165,800	165,000	199,000	210,000	27.3%
Other Reimbursement	34,500	100,000	285,000	285,000	185.0%
OPERATING INCOME	27,690,800	28,844,000	29,224,400	31,839,100	10.4%
NON-OPERATING INCOME					
Sales Tax	74,593,400	79,366,200	78,203,700	82,113,900	3.5%
Preventive Maintenance	2,675,000	4,370,100	3,957,900	6,433,300	47.2%
Interest Income	1,935,800	1,982,200	2,061,600	2,995,300	51.1%
Other	1,870,500	288,200	272,500	365,900	27.0%
NON-OPERATING INCOME	81,074,700	86,006,700	84,495,700	91,908,400	6.9%
OPERATING CONTRIBUTIONS					
CTR / Vanpool Assistance	1,068,300	710,000	111,000	191,000	-73.1%
Grant Exchange Funds	889,000	889,000	1,484,500	1,033,300	16.2%
Special Needs Transportation Grant	2,293,100	-	-	1,484,600	0.0%
OPERATING CONTRIBUTIONS	4,250,400	1,599,000	1,595,500	2,708,900	69.4%
TOTAL OPERATING REVENUES	**113,015,900**	**116,449,700**	**115,315,600**	**126,456,400**	**8.6%**
BEGINNING BALANCE	49,845,800	49,749,400	50,378,200	54,761,200	10.1%
TOTAL OPERATING REVENUES AND BEGINNING BALANCE	$162,861,700	$166,199,100	$165,693,800	$181,217,600	9.0%

Expenditures:

Fixed route services use the majority of the Agency's resources. As shown in the graph, $71.94 million will be required in 2008 to provide the planned levels of service utilizing 65% of the funds.

Sound Transit service totals $16.76 million.

SHUTTLE service will require $17.70 million to provide the budgeted level of service.

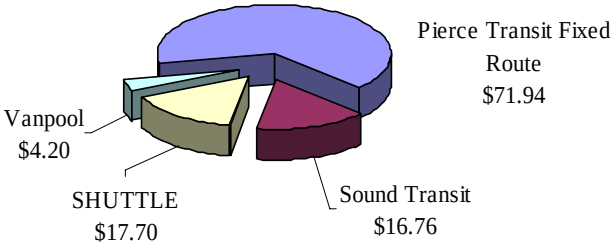
Vanpool program activities will need $4.20 million for budgeted expenses in 2008.

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

2008 Operating Expenditure Distribution by Service

(without transfers)

Total: $110.60 million



The change in Pierce Transit fixed route, local, bus plus, and express and Sound Transit fixed route express service hours and miles from 2007 Budget to 2008 Budget is shown below.

	2007 Budget	2008 Budget	Change	% Change
Hours				
Pierce Transit	625,462	666,223	40,761	6.5%
Sound Transit	154,865	170,379	15,514	10.0%
Total	780,327	836,602	56,275	7.2%
Miles				
Pierce Transit	8,767,337	8,965,402	198,065	2.3%
Sound Transit	3,932,439	4,521,755	589,316	15.0%
Total	12,699,776	13,487,157	787,381	4.1%

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

The expenditures are categorized by the following functions:

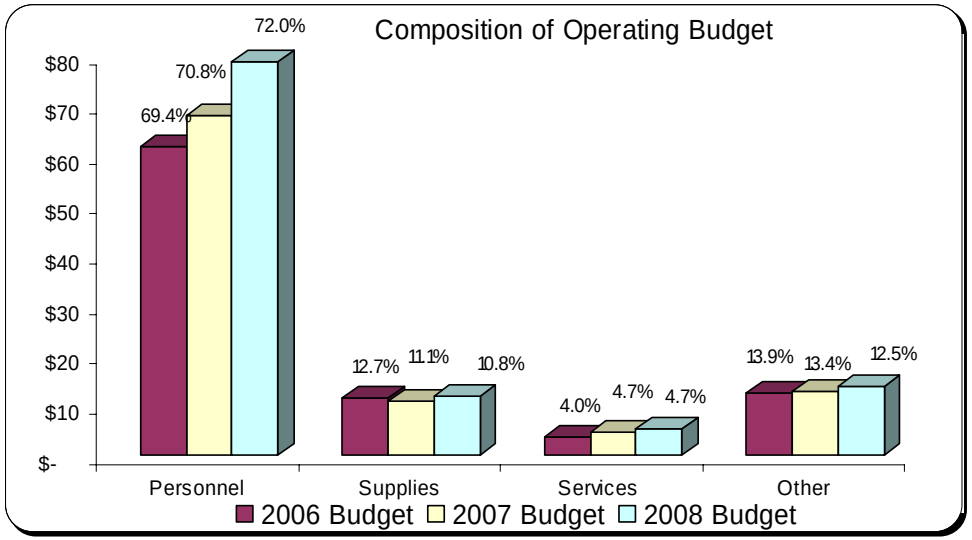
Operating
- Personnel
  - Wages and Benefits
- Maintenance and Operations
  - Supplies
  - Services
  - Insurance (Purchased)
  - Utilities
  - Repairs
  - Rentals
  - Purchased Transportation
  - Other

Non-Operating
- Debt Service

Transfers

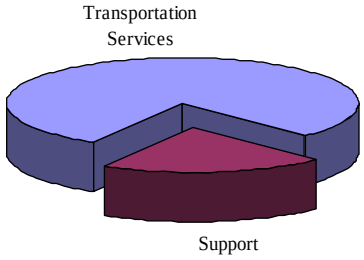
Operating Budget Composition

As shown on the graph below, 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 5%, and other 13% of the operating budget.



Operating expenses for 2008 are projected to total $109.2 million. Expenses are increasing $13.9 million over the 2007 Budget. This is a result of service increases, 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, improved safety and security of our customers and employees, increasing fuel costs, and inflation.

Total Workforce



2008
Operating Budget Summary Analysis
Expenditures By Object

	2007 Amended Budget	2007 Year-End Estimate	2008 Budget	Budget to Budget Change Amount	%
Wages	$ 52,763,300	$ 50,594,900	$ 59,531,700	$ 6,768,400	12.8%
Benefits	15,078,600	14,362,900	19,166,100	4,087,500	27.1%
M & O	28,036,800	27,965,900	30,540,400	2,503,600	8.9%
Total Operations	95,878,700	92,923,700	109,238,200	13,359,500	13.9%
Non-Operating Expenditures	1,345,200	1,671,600	1,944,100	598,900	44.5%
Total	$ 97,223,900	$ 94,595,300	$ 111,182,300	$ 13,958,400	14.4%

Wages - The 12.8% increase in wages includes scheduled wage adjustments, FTE increases to meet 2008 program enhancements, and the annualized cost of 2007 positions. The current Master Agreement with the transit union is for a three-year period, July 1, 2005 through June 30, 2008.

The 2008 Budget includes 1,073 positions and 1,038.2 full-time equivalents (FTEs). Program enhancements in 2008 include service improvements in route schedule, maintenance, and recovery time. Positions include 32 operators and 13 maintenance and service support personnel. Supporting these service improvements will be three quality assurance personnel and one contract administration manager. Specialized Transportation improvements will include four staff for administration and compliance with ADA.

An increased Agency focus on the safety and security of customers and employees will result in the conversion of the current contracted security service to a 23 member dedicated Agency security force properly trained and capable to meet the demands and emergency response requirements. There will also be an Occupational Safety Specialist hired to improve workplace safety.

Other program enhancements include the addition of four personnel for the expansion of employee services, training and development programs, and one administrative support person in both purchasing and capital development. Three current contract personnel supporting project and risk management and human resources are being converted to regular positions.

There are 86 new positions for an increase of 8.7% over 2007. The Transportation Services Department represents 851 or 79% of total positions.

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) is scheduled to increase the employer contribution rate from 6.13% to 8.31% of eligible wages effective July 1, 2008.

Maintenance and Operations - The focus for 2008 is on service improvements, safety and security of customers and employees, along with increased employee services and training and development. At the same time, the budget recognizes rising costs for non-controllable items.

> **Supplies -** Fuel costs, representing approximately 5% of the operating budget, are increasing approximately $459,000. Compressed Natural Gas (CNG) comprises 40% of the fuel costs. The Pierce Transit fleet is 100% CNG powered. The CNG cost reflects the contract price of $1.066 and $1.021 effective November 2008. The diesel and unleaded costs are based on the best information available.

The fuel prices from 2007 Amended Budget and 2008 Budget are shown below.

Fuel Prices	2007 Budget	2008 Budget	$ Change 2007 Budget to 2008 Budget
Unleaded	$ 2.550	$ 2.400	$ -0.150
Diesel	$ 2.850	$ 2.670	$ -0.180
CNG Jan/Oct	$ 1.003	$ 1.066	$ 0.063
CNG Nov/Dec	$ 1.066	$ 1.021	$ -0.045

Services - Services increases include promotions to support service changes. Purchased Transportation expenditures are increasing $314,513 or 4.7% over 2007 Budget as a result of service demand. Utilities are also increasing $23,380.

Insurance - The insurance market continues to be fairly stable and purchased insurance costs are projected to increase 5%.

Debt Service - Debt service consists of principal and interest on the 1999 Limited Sales Tax General Obligation Bonds which were issued to refinance a 1992 limited bond issue. This bond issue serially matures through December 1, 2011 with an early call provision on June 1, 2009 for the 2010 and 2011 maturities. A debt service payment of $629,405 in July, 2008 is budgeted for an anticipated bond issuance of $14 million for the Peninsula Park and Ride. Additional information on debt may be found in the Debt section of this document.

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

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

The focus in the 2008 budget process has been on funding innovative programs that strategically position Pierce Transit for the future.

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

Executive – *Administration, Transit Public Safety, Office of Executive Services, and Office of Information Technology*

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

Capital Development - *Administration, Project Management, Office of Real Estate and Facilities*

Policy, Planning & Public Affairs - *Administration, Office of Planning & Scheduling, and Office of Public Affairs*

Human Resources - *Human Resources*

Finance, Audit & Administration - *Administration, Risk Management, Office of Finance, and Office of Procurement, Warehousing, and Administrative Services*

The Operating Budget expenditure categories as a percent of the total operating expenditures and the dollar amounts for 2005 Year-End Actuals, 2006 Amended Budget, 2007 Year-End Estimate, 2008 Budget, and the percent change from 2008 to 2007 Year-End Estimates follow.

In brief:

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

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

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

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

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

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

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

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

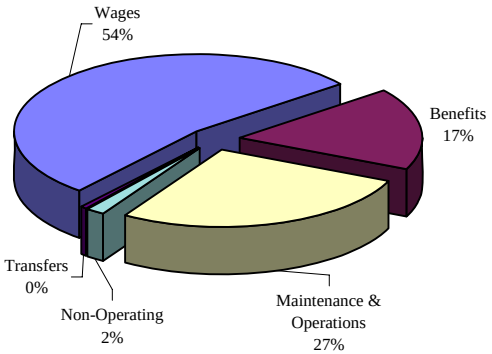
Rentals – This category includes rentals for buildings and equipment and other rental costs.

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

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

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

Operating Expenditures & Transfers

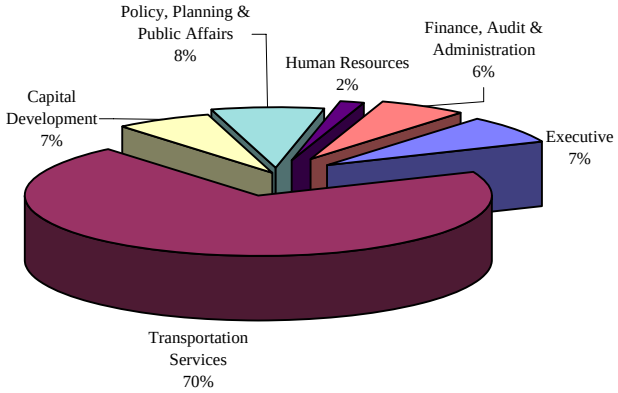


2008 BUDGET
OPERATING SUMMARY - EXPENDITURES

(rounded to the nearest $100)	2006 YEAR-END ACTUALS	2007 AMENDED BUDGET	2007 YEAR-END ESTIMATE	2008 BUDGET	% CHANGE 2008 BUDGET TO 2007 BUDGET
OPERATING EXPENDITURES					
OPERATING					
PERSONNEL					
Wages	$47,924,700	$52,763,300	$50,594,900	$59,531,700	12.8%
Benefits	11,748,100	15,078,600	14,362,900	19,166,100	27.1%
PERSONNEL	59,672,800	67,841,900	64,957,800	78,697,800	16.0%
MAINTENANCE & OPERATIONS					
Supplies	10,554,600	10,669,300	11,595,200	11,769,500	10.3%
Services	3,269,100	4,544,300	4,073,800	5,156,100	13.5%
Insurance (Purchased)	668,700	688,500	681,500	713,500	3.6%
Utilities	753,000	898,600	898,400	922,000	2.6%
Repairs	1,309,000	939,800	555,200	717,400	-23.7%
Rentals	161,900	361,800	272,400	302,600	-16.4%
Purchased Transportation	6,229,000	6,630,300	6,782,900	6,944,800	4.7%
Other	2,362,500	3,304,200	3,106,500	4,014,500	21.5%
MAINTENANCE & OPERATIONS	25,307,800	28,036,800	27,965,900	30,540,400	8.9%
OPERATING	84,980,600	95,878,700	92,923,700	109,238,200	13.9%
NON-OPERATING EXPENDITURES					
Debt Service	531,300	484,000	484,000	1,117,400	130.9%
Grant Exchange Funds	711,200	711,200	1,187,600	826,700	16.2%
Special Needs Program Operations	-	150,000	-	-	-100.0%
NON-OPERATING	1,242,500	1,345,200	1,671,600	1,944,100	44.5%
TOTAL EXPENDITURES	**86,223,100**	**97,223,900**	**94,595,300**	**111,182,300**	**14.4%**
TRANSFERS					
Liability and Other Insurance Transfer	806,700	503,600	748,900	(704,800)	-240.0%
Workers' Comp. Transfer	475,700	638,400	588,400	1,210,300	89.6%
Capital Reserve	3,500,000	15,000,000	15,000,000	-	-100.0%
TRANSFERS	4,782,400	16,142,000	16,337,300	505,500	**-96.9%**
TOTAL EXPENDITURES AND TRANSFERS	**91,005,500**	**113,365,900**	**110,932,600**	**111,687,800**	**-1.5%**
ENDING BALANCE	71,856,200	52,833,200	54,761,200	69,529,800	31.6%
TOTAL OPERATING EXPENDITURES AND ENDING BALANCE	$162,861,700	$166,199,100	$165,693,800	$181,217,600	9.0%

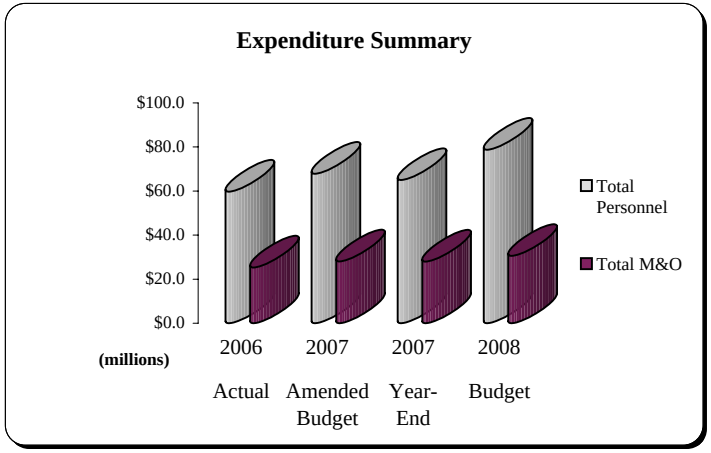
2008 OPERATING BUDGET
AGENCY EXPENDITURE COMPARISON

Agency Operating Budget



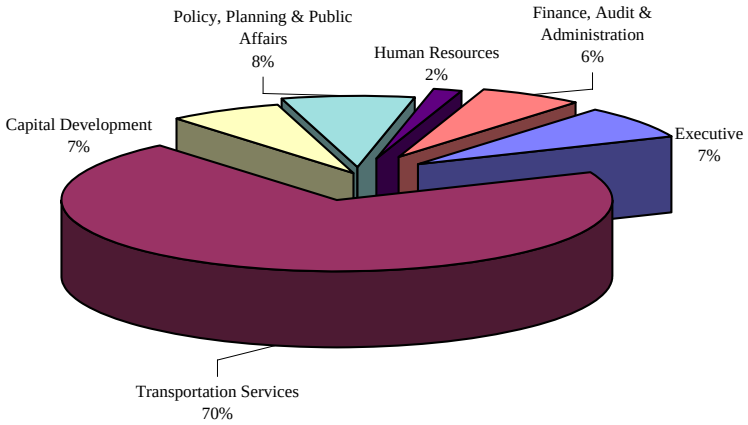
Description	2006 Actual	2007 Amended Budget	2007 Year-End Estimate	2008 Budget	% Change 2008 Budget to 2007 Budget
Personnel					
Wages	$ 47,924,745	$ 52,763,344	$ 50,594,851	$ 59,531,759	12.83%
Benefits	11,748,116	15,078,536	14,362,857	19,166,085	27.11%
Personnel	59,672,861	67,841,880	64,957,708	78,697,844	16.00%
Maintenance and Operations					
Supplies	10,554,581	10,669,314	11,595,247	11,769,540	10.31%
Services	3,269,061	4,544,274	4,073,759	5,156,118	13.46%
Insurance	668,758	688,500	681,500	713,500	3.63%
Utilities	753,001	898,626	898,394	922,006	2.60%
Repairs & Maintenance	1,308,968	939,827	555,238	717,369	-23.67%
Rentals	161,874	361,824	272,416	302,586	-16.37%
Other	8,373,810	9,458,141	9,080,892	9,896,929	4.64%
Repairs & Maint Contract Services	-	-	541,709	625,073	0.00%
Other Improvements	217,695	476,334	266,834	437,334	-8.19%
Maintenance and Operations	25,307,747	28,036,840	27,965,989	30,540,455	8.93%
Total *	$ 84,980,608	$ 95,878,720	$ 92,923,697	$ 109,238,299	13.93%
Total FTE's	*918.0*	*952.5*	*952.5*	*1,038.2*	
Total Positions	*948.0*	*987.0*	*987.0*	*1,073.0*	

* Does not include Debt Service, Transfers or Insurance Expenditures



2008 OPERATING BUDGET
DEPARTMENT SUMMARY

Description	Executive	Transportation Services	Capital Development	Policy, Planning & Public Affairs	Human Resources	Finance, Audit, & Administration	Total Agency
Personnel							
Wages	$ 3,568,893	$ 45,481,695	$ 2,729,178	$ 3,945,915	$ 1,121,218	$ 2,684,860	$ 59,531,759
Benefits	960,384	14,881,274	903,807	1,268,726	294,056	857,838	19,166,085
Personnel	4,529,277	60,362,969	3,632,985	5,214,641	1,415,274	3,542,698	78,697,844
Maintenance and Operations							
Supplies	876,171	8,700,237	853,548	913,581	21,150	404,853	11,769,540
Services	1,710,831	319,919	247,465	2,096,103	542,400	239,400	5,156,118
Insurance	-	-	-	-	-	713,500	713,500
Utilities	-	2,500	919,506	-	-	-	922,006
Repairs & Maintenance	45,147	73,008	557,774	2,700	-	38,740	717,369
Rentals	3,500	5,000	38,114	-	1,500	254,472	302,586
Other	973,122	7,249,549	9,015	228,480	24,810	1,411,953	9,896,929
Repairs & Maint Contract Services	-	-	625,073	-	-	-	625,073
Other Improvements	-	-	437,334	-	-	-	437,334
Maintenance and Operations	3,608,771	16,350,213	3,687,829	3,240,864	589,860	3,062,918	30,540,455
Total	$ 8,138,048	$ 76,713,182	$ 7,320,814	$ 8,455,505	$ 2,005,134	$ 6,605,616	$ 109,238,299
Total FTE's	*44.5*	*823.7*	*48.5*	*63.8*	*14.0*	*43.7*	*1,038.2*
Total Positions	*48.0*	*851.0*	*49.0*	*65.0*	*15.0*	*45.0*	*1,073.0*



A safe transit environment is a top priority of Pierce Transit. In a recent survey of regular riders, 93 percent said they felt safe while riding a Pierce Transit bus. Maintaining this secure environment requires the active involvement of transit employees, law enforcement, public safety agencies, passengers, and the public at large. The cooperation and support from the law enforcement community is essential to the success of the public transportation system.

Pierce Transit BUDGET 2008
EXECUTIVE

EXECUTIVE DEPARTMENT

PIERCE TRANSIT

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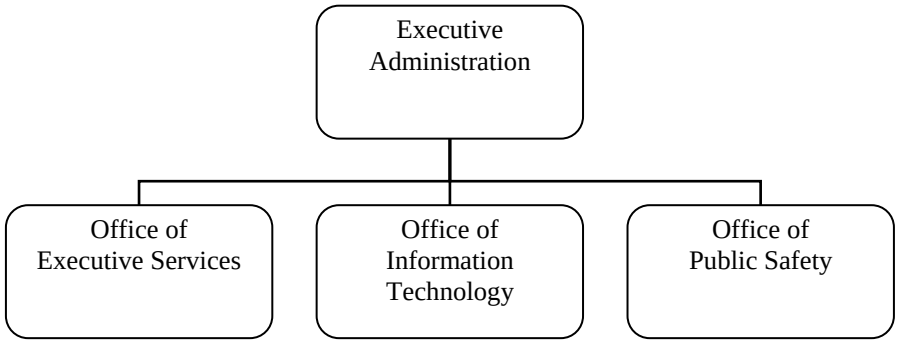
In Brief:

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

Overview:

The Executive Department consists of the following:



Administration Executive Administration is responsible for the implementation of Board of Commissioner and Agency policies as well as the vision of the Board of Commissioners. Support and direction is also provided to the Agency's Finance, Audit, & Administration; Transportation Services; Policy, Planning, & Public Affairs; Human Resources; and Capital Development departments ensuring appropriate activities and performance support of the Board's goals and the Agency's mission.

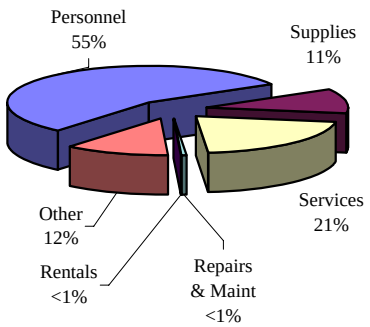
Office of Executive Services This office manages the occupational safety programs of the Agency. The programs ensure a safe working environment for the Agency's employees, as well as ensuring compliance with all regulatory requirements. The Office also interacts with all safety-related programs throughout the Agency.

Office of Information Technology This office is responsible for technology, information systems, and telecommunications throughout the Agency. Information Systems staff is responsible for the Agency network, information systems, printers, and desktop computers. They operate 24 hours a day, 7 days a week to support over 200 Agency computer users, and provide advanced technical monitoring and controlling of the Agency telecommunications services.

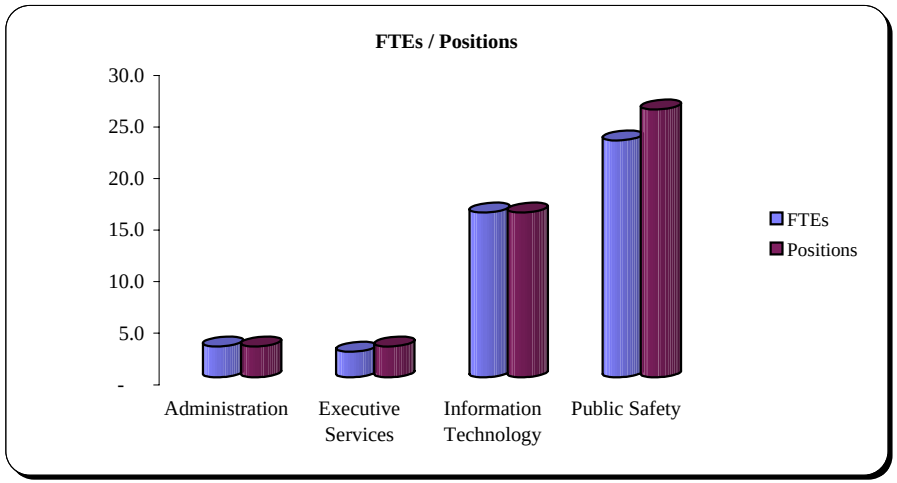
Office of Public Safety This office is a General Authority Washington Law Agency led by a Commissioned Law Enforcement Leader. The Office is responsible for providing appropriate and adequate system wide security services to Pierce Transit employees, passengers, and the public. There are three areas of responsibility: Planning and System Security, Law Enforcement Services, and Emergency Management. The primary responsibility is the detection, deterrence, and apprehension of those that commit criminal acts within the transit system or its facilities.

2008 OPERATING BUDGET
DEPARTMENT EXPENDITURE SUMMARY
EXECUTIVE

Expenditure Summary



Description	Administration	Executive Services	Information Technology	Public Safety	Department Total
Personnel	$ 344,822	$ 249,924	$ 1,476,916	$ 2,457,615	$ 4,529,277
Maintenance and Operations					
Supplies	4,232	43,600	706,814	121,525	876,171
Services	307,179	129,347	750,406	523,899	1,710,831
Repairs & Maintenance	-	-	45,147	-	45,147
Rentals	-	-	-	3,500	3,500
Other	141,963	7,975	814,034	9,150	973,122
Maintenance and Operations	453,374	180,922	2,316,401	658,074	3,608,771
TOTAL	$ 798,196	$ 430,846	$ 3,793,317	$ 3,115,689	$ 8,138,048
FTEs	*3.0*	*2.5*	*16.0*	*23.0*	*44.5*
Positions	*3.0*	*3.0*	*16.0*	*26.0*	*48.0*



2008 OPERATING BUDGET
DEPARTMENT EXPENDITURE DETAIL
EXECUTIVE

	Object Number	Description	Administration	Executive Services	Information Technology	Public Safety	Department Total
PERSONNEL	61100	Salaries	$ 272,136	$ 181,382	$ 1,139,225	$ 968,471	$ 2,561,214
	61190	Contract Salaries	-	-	18,500	953,635	972,135
	61200	Overtime	-	-	12,000	23,544	35,544
	62500	Benefits	67,286	68,542	307,191	511,965	954,984
	62800	Auto Allowance	5,400	-	-	-	5,400
		SUBTOTAL	344,822	249,924	1,476,916	2,457,615	4,529,277
SUPPLIES	63110	Books & Periodicals	3,232	1,350	3,017	1,500	9,099
	63120	Office Supplies	1,000	1,750	750	13,900	17,400
	63290	General Operating Supplies	-	40,000	481,805	20,700	542,505
	63310	Small Tools & Equipment	-	-	220,842	43,425	264,267
	63360	Repair Supplies - Comm Equip	-	-	-	42,000	42,000
	63380	Snow Supplies	-	500	-	-	500
	63390	General Repair & Maint Supplies	-	-	400	-	400
		SUBTOTAL	4,232	43,600	706,814	121,525	876,171
SERVICES	64110	Professional Services	75,000	97,815	115,650	23,000	311,465
	64120	Legal Costs	175,460	-	-	-	175,460
	64130	Training	8,870	16,622	81,300	6,200	112,992
	64140	Security	-	-	-	487,199	487,199
	64150	Board Compensation Expense	11,880	-	-	-	11,880
	64180	Miscellaneous Board Expense	1,751	-	-	-	1,751
	64210	Postage	1,000	950	600	-	2,550
	64220	Telephone	-	-	534,389	-	534,389
	64330	Travel & Subsistence	29,228	13,800	5,000	3,000	51,028
	64340	Advertising	3,690	-	13,467	-	17,157
	64350	Printing & Binding	300	160	-	4,500	4,960
		SUBTOTAL	307,179	129,347	750,406	523,899	1,710,831
REPAIRS & MAINTENANCE	64650	General Equipment	-	-	45,147	-	45,147
		SUBTOTAL	-	-	45,147	-	45,147
RENTALS	64790	Other	-	-	-	3,500	3,500
		SUBTOTAL	-	-	-	3,500	3,500
OTHER	64910	Association Dues	141,448	625	-	2,150	144,223
	64970	Other Contract Services	-	-	813,034	3,000	816,034
	64990	Other Miscellaneous Expenses	515	7,350	1,000	4,000	12,865
		SUBTOTAL	141,963	7,975	814,034	9,150	973,122
		TOTAL OPERATIONS	$ 798,196	$ 430,846	$ 3,793,317	$ 3,115,689	$ 8,138,048
		FTEs	*3.0*	*2.5*	*16.0*	*23.0*	*44.5*
		Positions	*3.0*	*3.0*	*16.0*	*26.0*	*48.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Executive
Divison: Administration

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Chief Executive Officer	1.0	1.0	1.0	1.0	$ 172,590	$ 35,815	$ 208,405
Clerk of the Board	1.0	1.0	1.0	1.0	55,459	14,153	69,612
Executive Assistant /Deputy Clerk of the Board	1.0	1.0	1.0	1.0	44,087	17,318	61,405
SUBTOTAL	3.0	3.0	3.0	3.0	272,136	67,286	339,422
Auto Allowance						5,400	5,400
TOTAL	**3.0**	**3.0**	**3.0**	**3.0**	**$ 272,136**	**$ 72,686**	**$ 344,822**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Chief of Public Safety	1.0	1.0	1.0	1.0	$ 103,730	$ 27,727	$ 131,457
Transit Security Specialist	2.0	2.0	2.0	2.0	92,127	24,510	116,637
Physical Security & Records Manager	0.0	0.0	1.0	1.0	64,520	19,113	83,633
Security Planning & Response Manager	0.0	0.0	0.5	1.0	32,260	16,636	48,896
Transit Security Sergeant	0.0	0.0	5.6	6.0	293,612	107,497	401,109
Transit Security Officer	0.0	0.0	12.9	15.0	382,222	241,725	623,947
SUBTOTAL	3.0	3.0	23.0	26.0	968,471	437,208	1,405,679
Contract Off-Duty Police					953,635	72,953	1,026,588
Contract Off-Duty Police Overtime					13,544	1,036	14,580
Overtime					10,000	768	10,768
TOTAL	**3.0**	**3.0**	**23.0**	**26.0**	**$ 1,945,650**	**$ 511,965**	**$ 2,457,615**

2008 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
EXECUTIVE SERVICES

	Object Number	Description	Division: Administration 10-113000-	Division: Occupational Safety 10-655000-	Office Total
PERSONNEL	61100	Salaries	$ 86,741	$ 94,641	$ 181,382
	62500	Benefits	33,186	35,356	68,542
		SUBTOTAL	119,927	129,997	249,924
SUPPLIES	63110	Books & Periodicals	250	1,100	1,350
	63120	Office Supplies	1,000	750	1,750
	63290	General Operating Supplies	-	40,000	40,000
	63380	Snow Supplies	-	500	500
		SUBTOTAL	1,250	42,350	43,600
SERVICES	64110	Professional Services	-	97,815	97,815
	64130	Training	10,882	5,740	16,622
	64210	Postage	900	50	950
	64330	Travel & Subsistence	5,813	7,987	13,800
	64350	Printing & Binding	60	100	160
		SUBTOTAL	17,655	111,692	129,347
OTHER	64910	Association Dues	400	225	625
	64990	Other Miscellaneous Expenses	500	6,850	7,350
		SUBTOTAL	900	7,075	7,975
		TOTAL OPERATIONS	$ 139,732	$ 291,114	$ 430,846
		FTEs	*1.0*	*1.5*	*2.5*
		Positions	*1.0*	*2.0*	*3.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Executive
Office of: Executive Services
Division: Administration

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Director of Executive Services	1.0	1.0	1.0	1.0	$ 86,741	$ 33,186	$ 119,927
TOTAL	**1.0**	**1.0**	**1.0**	**1.0**	**$ 86,741**	**$ 33,186**	**$ 119,927**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Executive
Office of: Executive Services
Division: Occupational Safety

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Safety Officer	1.0	1.0	1.0	1.0	$ 74,736	$ 19,669	$ 94,405
Safety Specialist	0.0	0.0	0.5	1.0	19,905	15,687	35,592
TOTAL	**1.0**	**1.0**	**1.5**	**2.0**	**$ 94,641**	**$ 35,356**	**$ 129,997**

2008 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
INFORMATION TECHNOLOGY

	Object Number	Description	Division: Administration 10-264000-	Division: Information Systems 10-262000-	Division: Telecommunications 10-265000-	Office Total
PERSONNEL	61100	Salaries	$ 116,240	$ 902,264	$ 120,721	$ 1,139,225
	61190	Contract Salaries	-	18,500	-	18,500
	61200	Overtime	-	12,000	-	12,000
	62500	Benefits	30,487	233,717	42,987	307,191
		SUBTOTAL	146,727	1,166,481	163,708	1,476,916
SUPPLIES	63110	Books & Periodicals	200	650	2,167	3,017
	63120	Office Supplies	100	400	250	750
	63290	General Operating Supplies	-	481,805	-	481,805
	63310	Small Tools & Equipment	-	220,742	100	220,842
	63390	General Repair & Maintenance	-	400	-	400
		SUBTOTAL	300	703,997	2,517	706,814
SERVICES	64110	Professional Services	2,350	113,300	-	115,650
	64130	Training	2,500	75,350	3,450	81,300
	64210	Postage	50	450	100	600
	64220	Telephone	-	-	534,389	534,389
	64330	Travel & Subsistence	3,000	2,000	-	5,000
	64340	Advertising	-	-	13,467	13,467
		SUBTOTAL	7,900	191,100	551,406	750,406
REPAIRS & MAINTENANCE	64650	General Equipment	-	14,750	30,397	45,147
		SUBTOTAL	-	14,750	30,397	45,147
OTHER	64970	Other Contract Services	-	813,034	-	813,034
	64990	Other Miscellaneous Expenses	500	500	-	1,000
		SUBTOTAL	500	813,534	-	814,034
		TOTAL OPERATIONS	$ 155,427	$ 2,889,862	$ 748,028	$ 3,793,317
		FTEs	*1.0*	*13.0*	*2.0*	*16.0*
		Positions	*1.0*	*13.0*	*2.0*	*16.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Executive
Office of: Information Technology
Division: Administration

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Director of Information Technology	1.0	1.0	1.0	1.0	$ 116,240	$ 30,487	$ 146,727
TOTAL	**1.0**	**1.0**	**1.0**	**1.0**	**$ 116,240**	**$ 30,487**	**$ 146,727**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Executive
Office of: Information Technology
Division: Information Systems

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Senior Systems Analysts	5.0	5.0	6.0	6.0	$ 482,379	$ 121,547	$ 603,926
Systems Analyst *	1.0	1.0	0.0	0.0	-	-	-
I/S Asst. Manager & Network Administrator	1.0	1.0	1.0	1.0	75,148	19,515	94,663
Assistant Network Administator	0.5	1.0	1.0	1.0	36,108	16,931	53,039
Planner II	1.0	1.0	2.0	2.0	126,082	30,415	156,497
Planner I *	1.0	1.0	0.0	0.0	-	-	-
Information Systems Specialist	3.0	3.0	3.0	3.0	182,547	42,966	225,513
SUBTOTAL	12.5	13.0	13.0	13.0	902,264	231,374	1,133,638
Overtime					12,000	922	12,922
Work Study (2)					18,500	1,421	19,921
TOTAL	**12.5**	**13.0**	**13.0**	**13.0**	**$ 932,764**	**$ 233,717**	**$ 1,166,481**

* Positions reclassified.

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Executive
Office of: Information Technology
Division: Telecommunications

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
I/S Assistant Manager & Telecommunications Administrator	1.0	1.0	1.0	1.0	$ 82,345	$ 26,110	$ 108,455
Telecom Specialist	1.0	1.0	1.0	1.0	38,376	16,877	55,253
TOTAL	**2.0**	**2.0**	**2.0**	**2.0**	**$ 120,721**	**$ 42,987**	**$ 163,708**

Pierce Transit is home of the #1 Transit Operator in the nation. Brentt Mackie (right) took first place in the 40-foot Transit Coach Division at the 2007 International Bus Roadeo. Mackie also placed first at the annual statewide transit roadeo in both 2006 and 2007. The Maintenance Team, comprised of Journey Level Mechanics (from left) Scott Simonsen, Jose Guzman, and Kim Huynh, placed 22nd out of 46 teams. Overall, Pierce Transit placed 9th in the nation!

Pierce Transit BUDGET 2008

TRANSPORTATION SERVICES

TRANSPORTATION SERVICES DEPARTMENT

PIERCE TRANSIT

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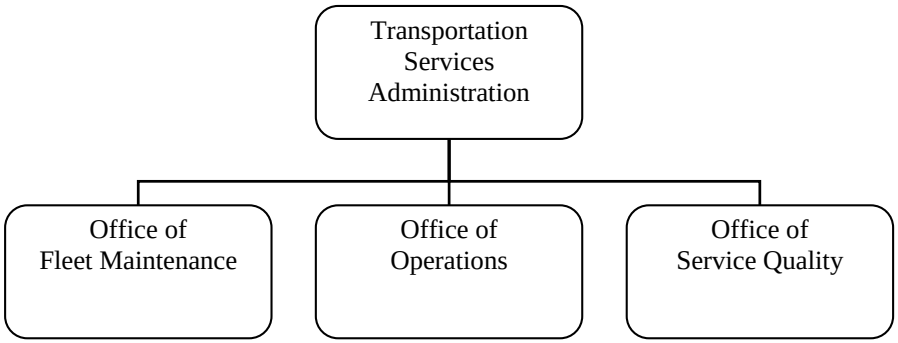
In Brief:

The overall goal of the Transportation Services Department is to support Pierce Transit's mission to deliver outstanding transportation services that match our customers' needs. Transportation Services includes Fixed Route and SHUTTLE Operations, Communications, Service Support, Safety & Training, Automotive and Bus Maintenance, and approximately 80% of Pierce Transit's total workforce. The department's goal of providing the highest quality service is accomplished through effective and responsive management and high caliber employees that support the mission and vision of Pierce Transit. Sam Desue is Vice President of the Transportation Services Department.

Overview:

The Transportation Services Department consists of the following:



Administration This division oversees and directs the activities in the department and is responsible for managing the department's contracted services, quality assurance, and special events.

Office of Fleet Maintenance This office is responsible for all of the Agency's rolling stock, which includes buses, Specialized Transportation (SHUTTLE) vans, vanpool vans, and support vehicles. This responsibility begins with the development of specifications to acquire new vehicles and then administering the contract for the acquisitions, taking delivery, developing and coordinating technical and safety training, placing vehicles into service, maintaining the vehicles throughout their useful life, decommissioning and taking vehicles out of service, and surplusing vehicles when they have reached the end of their useful life. A full service shop is operated which includes body repair, component rebuild, a machine shop, a tire shop, an upholstery shop, and repair/service bays to accomplish preventive, as well as demand maintenance.

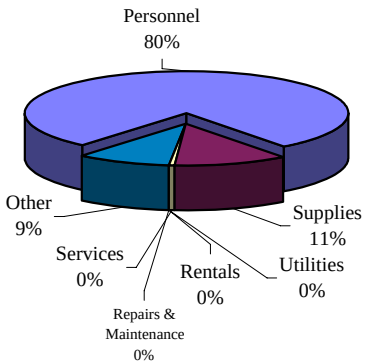
Office of Operations This office is responsible for managing and coordinating all the activities of the transit operations. They provide fixed route service, service for shared-ride trips on a reservation basis, and accessible transportation services for Pierce Transit customers who are unable to use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

Office of Service Quality This office is responsible for evaluating and controlling the quality of fixed route and SHUTTLE services provided to the community by Pierce Transit. They handle radio communications, service support, and provide employee and customer assistance. They also provide oversight and enforcement of the park and ride lots including the Tacoma Dome Station. Included within this office are the responsibilities for individualized bus safety & training instruction to transit operators and other Agency personnel. They also administer the department's vehicle and industrial safety programs, safety incentive and recognition programs, and provide safety training programs to other departments.

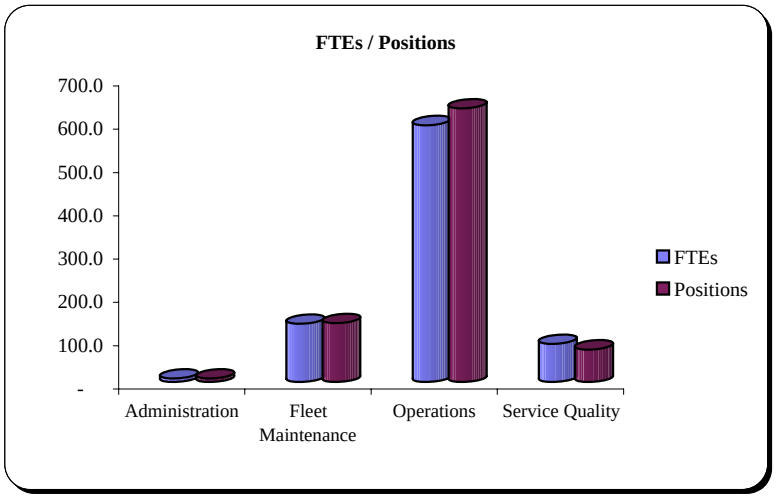
PIERCE TRANSIT

2008 OPERATING BUDGET
DEPARTMENT EXPENDITURE SUMMARY
TRANSPORTATION SERVICES

Expenditure Summary



Description	Administration	Fleet Maintenance	Operations	Service Quality	Department Total
Personnel	$ 698,131	$ 10,089,790	$ 42,121,281	$ 7,453,767	$ 60,362,969
Maintenance and Operations					
Supplies	5,050	8,636,572	13,680	44,935	8,700,237
Services	43,850	150,081	74,551	51,437	319,919
Utilities	2,500	-	-	-	2,500
Repairs & Maintenance	-	66,508	-	6,500	73,008
Rentals	500	-	-	4,500	5,000
Other	1,440	38,905	7,187,689	21,515	7,249,549
Maintenance and Operations	53,340	8,892,066	7,275,920	128,887	16,350,213
TOTAL	$ 751,471	$ 18,981,856	$ 49,397,201	$ 7,582,654	$ 76,713,182
FTEs	*8.0*	*134.5*	*593.2*	*88.0*	*823.7*
Positions	*8.0*	*136.0*	*632.0*	*75.0*	*851.0*



2008 OPERATING BUDGET
DEPARTMENT EXPENDITURE DETAIL
TRANSPORTATION SERVICES

	Object Number	Description	Administration	Fleet Maintenance	Operations	Service Quality	Department Total
PERSONNEL	61100	Salaries	$ 539,933	$ 7,248,174	$ 28,170,826	$ 5,479,625	$ 41,438,558
	61160	Safety & Attendance	-	89,400	285,904	46,600	421,904
	61200	Overtime	-	214,241	3,049,892	357,100	3,621,233
	62500	Benefits	158,198	2,477,425	10,215,800	1,524,542	14,375,965
	62900	Uniforms	-	60,550	398,859	45,900	505,309
		SUBTOTAL	698,131	10,089,790	42,121,281	7,453,767	60,362,969
SUPPLIES	63110	Books & Periodicals	1,060	1,200	2,797	4,370	9,427
	63120	Office Supplies	825	2,550	6,533	6,610	16,518
	63230	Fuel - Unleaded	-	762,818	-	-	762,818
	63240	Fuel - CNG	-	2,182,552	-	-	2,182,552
	63250	Fuel - Diesel	-	1,588,048	-	-	1,588,048
	63260	Lube & Oil	-	257,739	-	-	257,739
	63280	Tires	-	600,405	-	-	600,405
	63290	General Operating Supplies	2,200	177,258	4,350	29,105	212,913
	63310	Small Tools & Equipment	965	68,165	-	4,850	73,980
	63380	Snow Supplies	-	5,000	-	-	5,000
	63390	Other Repair & Maintenance	-	2,990,837	-	-	2,990,837
		SUBTOTAL	5,050	8,636,572	13,680	44,935	8,700,237
SERVICES	64110	Professional Services	33,000	95,177	5,900	5,700	139,777
	64130	Training	800	22,105	2,900	12,467	38,272
	64160	Publicity & Public Relations	-	-	-	3,000	3,000
	64210	Postage	-	400	10,757	175	11,332
	64330	Travel & Subsistence	7,600	31,799	11,185	27,885	78,469
	64350	Printing & Binding	2,450	600	43,809	2,210	49,069
		SUBTOTAL	43,850	150,081	74,551	51,437	319,919

2008 OPERATING BUDGET
DEPARTMENT EXPENDITURE DETAIL
TRANSPORTATION SERVICES

	Object Number	Description	Administration	Fleet Maintenance	Operations	Service Quality	Department Total
UTILITIES	64560	Electricity	2,500	-	-	-	2,500
		SUBTOTAL	2,500	-	-	-	2,500
REPAIRS & MAINTENANCE	64620	Communication Equipment	-	19,500	-	6,500	26,000
	64650	General Equipment	-	82,008	-	-	82,008
	64670	Insurance Recovery	-	(10,000)	-	-	(10,000)
	64690	Warranty Credit	-	(25,000)	-	-	(25,000)
		SUBTOTAL	-	66,508	-	6,500	73,008
RENTALS	64730	Equipment	-	-	-	4,500	4,500
	64790	Other	500	-	-	-	500
		SUBTOTAL	500	-	-	4,500	5,000
OTHER	64910	Association Dues	940	1,405	500	3,690	6,535
	64960	Purchased Transportation	-	-	6,944,821	-	6,944,821
	64970	Other Contract Services	-	32,500	-	-	32,500
	64980	Bridge Tolls	-	-	75,929	975	76,904
	64990	Other Miscellaneous Expenses	500	5,000	166,439	16,850	188,789
		SUBTOTAL	1,440	38,905	7,187,689	21,515	7,249,549
		TOTAL OPERATIONS	$ 751,471	$ 18,981,856	$ 49,397,201	$ 7,582,654	$ 76,713,182
		FTEs	*8.0*	*134.5*	*593.2*	*88.0*	*823.7*
		Positions	*8.0*	*136.0*	*632.0*	*75.0*	*851.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Transportation Services
Division: Administration

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
VP Transportation Services	1.0	1.0	1.0	1.0	$ 126,257	$ 30,457	$ 156,714
Special Events Manager	0.0	0.0	1.0	1.0	77,404	13,623	91,027
Special Events Coordinator	1.0	1.0	1.0	1.0	62,727	22,519	85,246
Service Supervisor *	1.0	1.0	0.0	0.0	-	-	-
Contract Administration Manager	0.0	0.0	1.0	1.0	71,672	19,662	91,334
Quality Assurance Coordinator	0.0	0.0	1.0	1.0	55,314	18,406	73,720
Quality Assurance Specialist	0.0	0.0	2.0	2.0	91,158	35,317	126,475
Executive Assistant	1.0	1.0	1.0	1.0	55,401	18,214	73,615
TOTAL	**4.0**	**4.0**	**8.0**	**8.0**	**$ 539,933**	**$ 158,198**	**$ 698,131**

* Position reclassified.

2008 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
FLEET MAINTENANCE

	Object Number	Description	Division: Administration 10-654000-	Maintenance Automotive 10-651000-	Maintenance Bus 10-652000-	Maintenance Training 10-656000-	Office Total
PERSONNEL	61100	Salaries	$ 171,428	$ 2,961,806	$ 4,038,694	$ 76,246	$ 7,248,174
	61160	Safety & Attendance	-	39,000	50,400	-	89,400
	61200	Overtime	-	95,000	119,241	-	214,241
	62500	Benefits	39,017	1,125,519	1,297,285	15,604	2,477,425
	62900	Uniforms	-	30,550	30,000	-	60,550
		SUBTOTAL	210,445	4,251,875	5,535,620	91,850	10,089,790
SUPPLIES	63110	Books & Periodicals	500	700	-	-	1,200
	63120	Office Supplies	1,550	500	500	-	2,550
	63230	Fuel - Unleaded	-	762,818	-	-	762,818
	63240	Fuel - CNG	-	-	2,182,552	-	2,182,552
	63250	Fuel - Diesel	-	-	1,588,048	-	1,588,048
	63260	Lube & Oil	-	32,739	225,000	-	257,739
	63280	Tires	-	41,695	558,710	-	600,405
	63290	General Operating Supplies	-	82,308	94,950	-	177,258
	63310	Small Tools & Equipment	-	25,985	39,180	3,000	68,165
	63380	Snow Supplies	-	-	5,000	-	5,000
	63390	General Repair & Maint Supplies	-	194,272	2,796,565	-	2,990,837
		SUBTOTAL	2,050	1,141,017	7,490,505	3,000	8,636,572
SERVICES	64110	Professional Services	7,175	45,000	43,002	-	95,177
	64130	Training	-	-	-	22,105	22,105
	64210	Postage	400	-	-	-	400
	64330	Travel & Subsistence	31,799	-	-	-	31,799
	64350	Printing & Binding	600	-	-	-	600
		SUBTOTAL	39,974	45,000	43,002	22,105	150,081
REPAIRS & MAINTENANCE	64620	Communication Equipment	-	-	19,500	-	19,500
	64650	General Equipment	-	28,508	53,500	-	82,008
	64670	Insurance Recovery	-	-	(10,000)	-	(10,000)
	64690	Warranty Credit	-	-	(25,000)	-	(25,000)
		SUBTOTAL	-	28,508	38,000	-	66,508
OTHER	64910	Association Dues	1,195	210	-	-	1,405
	64970	Other Contract Services	-	32,500	-	-	32,500
	64990	Other Miscellaneous Expenses	2,000	-	-	3,000	5,000
		SUBTOTAL	3,195	32,710	-	3,000	38,905
		TOTAL OPERATIONS	$ 255,664	$ 5,499,110	$ 13,107,127	$ 119,955	$ 18,981,856
		FTEs	*2.0*	*64.0*	*67.5*	*1.0*	*134.5*
		Positions	*2.0*	*64.0*	*69.0*	*1.0*	*136.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Director of Maintenance	1.0	1.0	1.0	1.0	$ 116,027	$ 29,147	$ 145,174
Executive Assistant	1.0	1.0	1.0	1.0	55,401	9,870	65,271
TOTAL	**2.0**	**2.0**	**2.0**	**2.0**	**$ 171,428**	**$ 39,017**	**$ 210,445**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Maintenance Manager	1.0	1.0	1.0	1.0	$ 83,598	$ 20,578	$ 104,176
Assistant Maintenance Manager *	1.0	1.0	2.0	2.0	170,122	50,121	220,243
Division Assistant	1.0	1.0	1.0	1.0	35,818	16,116	51,934
Lead Maintenance Mechanic	1.0	1.0	1.0	1.0	62,180	21,820	84,000
Equipment Body Repairer *	0.0	0.0	8.0	8.0	456,127	164,241	620,368
Vehicle Custodian *	3.5	4.0	15.0	15.0	532,345	223,050	755,395
Upholsterer *	0.0	0.0	3.0	3.0	158,290	55,983	214,273
Laborer *	1.0	1.0	9.0	9.0	293,414	113,681	407,095
Automotive Technician	7.0	7.0	7.0	7.0	403,985	138,611	542,596
Service Station Attendant	17.0	17.0	17.0	17.0	715,577	303,365	1,018,942
SUBTOTAL	32.5	33.0	64.0	64.0	2,911,456	1,107,566	4,019,022
Safety & Attendance					39,000	2,995	41,995
Certification Pay					27,550	2,116	29,666
Shift Differential					22,800	1,751	24,551
Overtime					95,000	7,296	102,296
Tool Allowance						3,795	3,795
Uniforms						30,550	30,550
TOTAL	**32.5**	**33.0**	**64.0**	**64.0**	**$ 3,095,806**	**$ 1,156,069**	**$ 4,251,875**

* Positions transferred from Fleet Maintenance Bus.

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Maintenance Manager	1.0	1.0	1.0	1.0	$ 112,029	$ 24,604	$ 136,633
Assistant Maintenance Manager *	3.0	3.0	2.0	2.0	155,420	33,280	188,700
Maintenance Technical Coordinator	1.0	1.0	1.0	1.0	76,246	19,893	96,139
Division Assistant	1.0	1.0	1.0	1.0	43,694	9,399	53,093
Lead Mechanic	3.0	3.0	4.0	4.0	243,027	82,392	325,419
Journey Level Mechanic	44.0	44.0	43.0	43.0	2,536,923	843,552	3,380,475
Machinist	1.0	1.0	1.0	1.0	57,821	20,427	78,248
Mechanic I	5.0	5.0	5.0	5.0	235,519	83,064	318,583
Equipment Body Repairer *	7.0	7.0	0.0	0.0	-	-	-
Service Station Attendant	3.0	3.0	3.0	3.0	131,303	51,849	183,152
Vehicle Custodian *	10.0	10.0	0.0	0.0	-	-	-
Data Specialist	1.0	1.0	1.0	1.0	40,974	7,057	48,031
Apprentice	4.0	4.0	5.5	7.0	292,960	88,060	381,020
Upholsterer *	3.0	3.0	0.0	0.0	-	-	-
Laborer *	8.0	8.0	0.0	0.0	-	-	-
SUBTOTAL	95.0	95.0	67.5	69.0	3,925,916	1,263,577	5,189,493
Safety & Attendance					50,400	3,871	54,271
Certification Pay					74,000	5,683	79,683
Longevity					8,738	671	9,409
Shift Differential					30,040	2,307	32,347
Overtime					119,241	9,158	128,399
Tool Allowance						12,018	12,018
Uniforms						30,000	30,000
TOTAL	**95.0**	**95.0**	**67.5**	**69.0**	**$ 4,208,335**	**$ 1,327,285**	**$ 5,535,620**

* Positions transferred to Fleet Maintenance Automotive.

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Training Coordinator	1.0	1.0	1.0	1.0	$ 76,246	$ 15,604	$ 91,850
TOTAL	**1.0**	**1.0**	**1.0**	**1.0**	**$ 76,246**	**$ 15,604**	**$ 91,850**

2008 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
OPERATIONS

	Object Number	Description	Division: Administration 10-649000-	Fixed Route Administration 10-648000-	Fixed Route Dispatch 10-631000-	Fixed Route Operations 10-642000-	Spec. Trans. (SHUTTLE) Administration 10-647000-	Spec. Trans. (SHUTTLE) Operations 10-641000-	Office Total
PERSONNEL	61100	Salaries	$ 120,240	$ 671,516	$ 487,414	$ 23,545,326	$ 1,660,136	$ 1,686,194	$ 28,170,826
	61160	Safety & Attendance	-	-	3,200	260,654	8,000	14,050	285,904
	61200	Overtime	-	-	29,700	2,798,074	94,438	127,680	3,049,892
	62500	Benefits	25,924	218,582	132,957	8,731,399	560,375	546,563	10,215,800
	62900	Uniforms	-	-	-	397,359	-	1,500	398,859
		SUBTOTAL	146,164	890,098	653,271	35,732,812	2,322,949	2,375,987	42,121,281
SUPPLIES	63110	Books & Periodicals	200	247	-	-	2,350	-	2,797
	63120	Office Supplies	300	1,658	-	-	4,575	-	6,533
	63290	General Operating Supplies	-	3,050	-	-	1,300	-	4,350
		SUBTOTAL	500	4,955	-	-	8,225	-	13,680
SERVICES	64110	Professional Services	-	5,900	-	-	-	-	5,900
	64130	Training	-	2,100	-	-	800	-	2,900
	64210	Postage	-	257	-	-	10,500	-	10,757
	64330	Travel & Subsistence	2,700	8,485	-	-	-	-	11,185
	64350	Printing & Binding	-	35,989	-	-	7,820	-	43,809
		SUBTOTAL	2,700	52,731	-	-	19,120	-	74,551
OTHER	64910	Association Dues	-	-	-	-	500	-	500
	64960	Purchased Transportation	-	-	-	-	6,944,821	-	6,944,821
	64980	Bridge Tolls	-	35,641	-	-	40,288	-	75,929
	64990	Other Miscellaneous Expenses	500	12,139	-	-	153,800	-	166,439
		SUBTOTAL	500	47,780	-	-	7,139,409	-	7,187,689
		TOTAL OPERATIONS	$ 149,864	$ 995,564	$ 653,271	$ 35,732,812	$ 9,489,703	$ 2,375,987	$ 49,397,201
		FTEs	*1.0*	*9.0*	*7.0*	*508.9*	*33.0*	*34.3*	*593.2*
		Positions	*1.0*	*9.0*	*7.0*	*555.0*	*31.0*	*29.0*	*632.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Transportation Services
Office of: Operations
Division: Administration

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Director of Operations	1.0	1.0	1.0	1.0	$ 120,240	$ 25,924	$ 146,164
TOTAL	**1.0**	**1.0**	**1.0**	**1.0**	**$ 120,240**	**$ 25,924**	**$ 146,164**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	TOTAL
Senior Transportation Manager	1.0	1.0	1.0	1.0	$ 112,029	$ 24,774	$ 136,803
Division Assistant	2.0	2.0	2.0	2.0	82,471	38,108	120,579
Assistant Managers	6.0	6.0	6.0	6.0	477,016	155,700	632,716
TOTAL	**9.0**	**9.0**	**9.0**	**9.0**	**$ 671,516**	**$ 218,582**	**$ 890,098**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Service Supervisor	7.0	7.0	7.0	7.0	$ 426,447	$ 125,748	$ 552,195
SUBTOTAL	7.0	7.0	7.0	7.0	426,447	125,748	552,195
Safety & Attendance					3,200	246	3,446
Severance					60,967	4,682	65,649
Overtime					29,700	2,281	31,981
TOTAL	**7.0**	**7.0**	**7.0**	**7.0**	**$ 520,314**	**$ 132,957**	**$ 653,271**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Transit Operators	400.8	415.0	424.1	440.0	$ 19,514,443	$ 7,245,793	$ 26,760,236
Relief Transit Operators*	78.4	108.0	84.8	115.0	3,032,041	1,173,986	4,206,027
SUBTOTAL	479.2	523.0	508.9	555.0	22,546,484	8,419,779	30,966,263
Special Event Service					202,192	15,528	217,720
Safety & Attendance					260,654	20,018	280,672
Spread Time					88,090	6,765	94,855
Longevity					31,746	2,438	34,184
Severance					152,815	11,736	164,551
Delay Overtime					286,060	21,969	308,029
Scheduled Overtime					455,964	35,018	490,982
Unscheduled Overtime					551,099	42,324	593,423
Holiday Overtime					626,623	48,125	674,748
Travel Overtime					878,328	67,456	945,784
Trainee Wages					523,999	40,243	564,242
Uniforms						397,359	397,359
TOTAL	**479.2**	**523.0**	**508.9**	**555.0**	**$ 26,604,054**	**$ 9,128,758**	**$ 35,732,812**

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

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Specialized Transportation Manager	1.0	1.0	1.0	1.0	$ 77,407	$ 20,103	$ 97,510
Specialized Transportation Assistant Manager	2.0	2.0	3.0	3.0	211,473	68,117	279,590
Division Assistant	1.0	1.0	1.0	1.0	40,790	17,074	57,864
Service Supervisor	3.0	3.0	3.0	3.0	180,466	65,126	245,592
Customer Service Supervisor	1.0	1.0	1.0	1.0	70,598	24,166	94,764
Standing Files Supervisor	1.0	1.0	1.0	1.0	59,667	18,319	77,986
Specialized Transportation Dispatcher	3.0	3.0	2.0	2.0	121,659	33,490	155,149
Customer Service Representatives - Full-time	9.0	9.0	9.0	9.0	358,666	145,146	503,812
Customer Service Representatives - Part-time	6.0	8.0	6.0	8.0	245,958	113,026	358,984
Shuttle Archivist	0.0	0.0	2.0	2.0	79,704	31,526	111,230
SUBTOTAL	27.0	29.0	29.0	31.0	1,446,388	536,093	1,982,481
Relief Dispatcher	4.0	0.0	4.0	0.0	209,248	16,070	225,318
Safety & Attendance					8,000	614	8,614
Longevity					4,500	346	4,846
Premium Overtime					34,536	2,652	37,188
Overtime					59,902	4,600	64,502
TOTAL	**31.0**	**29.0**	**33.0**	**31.0**	**$ 1,762,574**	**$ 560,375**	**$ 2,322,949**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Shuttle Operators	31.0	29.0	31.0	29.0	$ 1,557,837	$ 525,820	$ 2,083,657
SUBTOTAL *	31.0	29.0	31.0	29.0	1,557,837	525,820	2,083,657
Relief Operators **	3.3	0.0	3.3	0.0	128,357	9,858	138,215
Safety & Attendance					14,050	1,079	15,129
Premium Overtime					2,680	206	2,886
Overtime					125,000	9,600	134,600
Raincoats						1,500	1,500
TOTAL	**34.3**	**29.0**	**34.3**	**29.0**	**$ 1,827,924**	**$ 548,063**	**$ 2,375,987**

* The FTEs include vacation replacement hours. The positions do not include vacation replacement operators.
** These positions are carried in Transit Services.

2008 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
SERVICE QUALITY

	Object Number	Description	Division: Administration 10-632000-	Bus Safety & Training 10-643000-	Operations Communications Administration 10-634000	Operations Communications Operations 10-635000	Service Support Administration 10-644000-	Service Support Operations 10-633000-	Office Total
PERSONNEL	61100	Salaries	$ 120,240	$ 695,029	$ 167,684	$ 1,391,217	$ 185,619	$ 2,919,836	$ 5,479,625
	61160	Safety & Attendance	-	2,000	-	9,600	-	35,000	46,600
	61200	Overtime	-	25,000	-	-	-	332,100	357,100
	62500	Benefits	25,924	231,608	46,602	442,814	59,300	718,294	1,524,542
	62900	Uniforms	-	-	-	-	-	45,900	45,900
		SUBTOTAL	146,164	953,637	214,286	1,843,631	244,919	4,051,130	7,453,767
SUPPLIES	63110	Books & Periodicals	200	1,610	1,125	-	1,435	-	4,370
	63120	Office Supplies	300	2,150	1,510	-	2,650	-	6,610
	63290	General Operating Supplies	-	2,450	20,300	-	6,355	-	29,105
	63310	Small Tools & Equipment	-	3,250	100	-	1,500	-	4,850
		SUBTOTAL	500	9,460	23,035	-	11,940	-	44,935
SERVICES	64110	Professional Services	-	700	5,000	-	-	-	5,700
	64130	Training	-	6,167	3,300	-	3,000	-	12,467
	64160	Publicity & Public Relations	-	3,000	-	-	-	-	3,000
	64210	Postage	-	100	75	-	-	-	175
	64330	Travel & Subsistence	2,700	14,615	5,880	-	4,690	-	27,885
	64350	Printing & Binding	-	1,310	-	-	900	-	2,210
		SUBTOTAL	2,700	25,892	14,255	-	8,590	-	51,437
REPAIRS & MAINTENANCE	64620	Communication Equipment	-	-	6,500	-	-	-	6,500
		SUBTOTAL	-	-	6,500	-	-	-	6,500
RENTALS	64730	Equipment	-	4,500	-	-	-	-	4,500
		SUBTOTAL	-	4,500	-	-	-	-	4,500
OTHER	64910	Association Dues	-	3,690	-	-	-	-	3,690
	64980	Bridge Tolls	-	-	-	-	975	-	975
	64990	Other Miscellaneous Expenses	500	13,350	1,000	-	2,000	-	16,850
		SUBTOTAL	500	17,040	1,000	-	2,975	-	21,515
		TOTAL OPERATIONS	$ 149,864	$ 1,010,529	$ 259,076	$ 1,843,631	$ 268,424	$ 4,051,130	$ 7,582,654
		FTEs	*1.0*	*11.0*	*2.0*	*23.0*	*3.0*	*48.0*	*88.0*
		Positions	*1.0*	*11.0*	*2.0*	*23.0*	*3.0*	*35.0*	*75.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	TOTAL
Director of Service Quality	1.0	1.0	1.0	1.0	$ 120,240	$ 25,924	$ 146,164
TOTAL	**1.0**	**1.0**	**1.0**	**1.0**	**$ 120,240**	**$ 25,924**	**$ 146,164**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Transportation Services
Office of: Service Quality
Division: Bus Safety & Training

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	TOTAL
Operations Training Manager	1.0	1.0	1.0	1.0	$ 103,730	$ 25,134	$ 128,864
Instructors	8.0	8.0	9.0	9.0	542,158	184,415	726,573
Division Assistant	1.0	1.0	1.0	1.0	43,459	19,549	63,008
SUBTOTAL	10.0	10.0	11.0	11.0	689,347	229,098	918,445
Safety & Attendance					2,000	154	2,154
Severence					5,682	436	6,118
Overtime					25,000	1,920	26,920
TOTAL	**10.0**	**10.0**	**11.0**	**11.0**	**$ 722,029**	**$ 231,608**	**$ 953,637**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Communications Operations Manager	1.0	1.0	1.0	1.0	$ 85,339	$ 20,712	$ 106,051
Communications Operations Assistant Manager	1.0	1.0	1.0	1.0	82,345	25,890	108,235
TOTAL	**2.0**	**2.0**	**2.0**	**2.0**	**$ 167,684**	**$ 46,602**	**$ 214,286**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Communications Coordinator	1.0	1.0	1.0	1.0	$ 62,667	$ 22,079	$ 84,746
Dispatch Coordinator	1.0	1.0	1.0	1.0	62,667	18,568	81,235
Service Supervisors	9.0	9.0	10.0	10.0	604,014	180,114	784,128
Dispatchers	10.0	10.0	11.0	11.0	661,869	221,316	883,185
SUBTOTAL	21.0	21.0	23.0	23.0	1,391,217	442,077	1,833,294
Safety & Attendance					9,600	737	10,337
TOTAL	**21.0**	**21.0**	**23.0**	**23.0**	**$ 1,400,817**	**$ 442,814**	**$ 1,843,631**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	TOTAL
Service Support Manager	1.0	1.0	1.0	1.0	$ 77,404	$ 20,103	$ 97,507
Service Support Assistant Manager	1.0	1.0	1.0	1.0	64,520	19,113	83,633
Division Assistant	1.0	1.0	1.0	1.0	43,695	20,084	63,779
TOTAL	**3.0**	**3.0**	**3.0**	**3.0**	**$ 185,619**	**$ 59,300**	**$ 244,919**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title		2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Service Supervisor		34.0	34.0	35.0	35.0	$ 2,127,039	$ 629,214	$ 2,756,253
	SUBTOTAL	34.0	34.0	35.0	35.0	2,127,039	629,214	2,756,253
Relief Supervisors		8.0	0.0	13.0	0.0	739,003	56,755	795,758
Safety & Attendance						35,000	2,688	37,688
Longevity						15,894	1,221	17,115
Severance						37,900	2,911	40,811
Overtime						332,100	25,505	357,605
Uniforms							45,900	45,900
TOTAL		**42.0**	**34.0**	**48.0**	**35.0**	**$ 3,286,936**	**$ 764,194**	**$ 4,051,130**

PIERCE TRANSIT

The Downtown Tacoma transit facility is not only the busiest location in the system; it has also become the central gathering place for Tacoma residents and employees. Pierce Transit Theater Square is home to the Tacoma Farmers Market during the summer months, supporting local farmers with a prime location to sell fresh produce to those who work and live in the downtown Tacoma area.

Pierce Transit BUDGET 2008

CAPITAL DEVELOPMENT

CAPITAL DEVELOPMENT DEPARTMENT

PIERCE TRANSIT

2008 BUDGET
CAPITAL DEVELOPMENT DEPARTMENT
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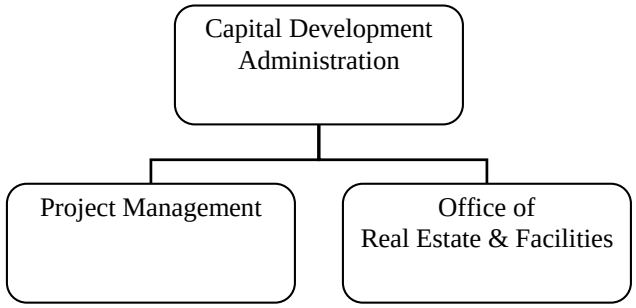
In Brief:

The overall goal of the Capital 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 Gregg Snyder.

Overview:

The Capital Development Department consists of the following:



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

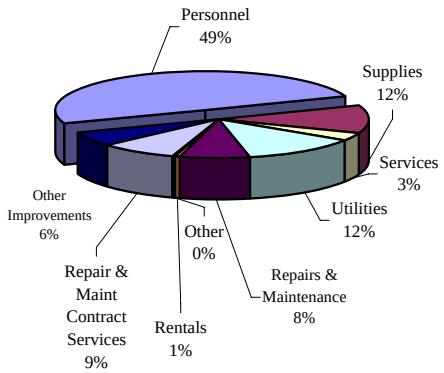
Project Management Information Technology Project Managers support the entire Agency by ensuring the day-to-day management and successful completion of major technology projects. These currently include the Mobile Communications Project, the Regional Fare Coordination Project (Smart Card), the Document Management & Records Compliance System Project, and the Digital Camera System Project.

Office of Real Estate & Facilities This office is responsible for all of the Agency's facilities. These facilities include transit centers, park and ride lots, passenger shelters, benches, the 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. This office manages the design, development, and construction/placement of these facilities. They coordinate with local, state, regional, and federal jurisdictions on development issues beneficial to public transportation, land use programs that will affect the future Pierce Transit operating environment, and regional transit planning projects. They prioritize and oversee installation of passenger amenities such as benches, shelters, trashcans, and blinky lights, and 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. Their responsibility begins with the planning, design, permitting, construction, and placement of these facilities, and continues with cleaning, repair, and maintenance throughout the existence of the facility.

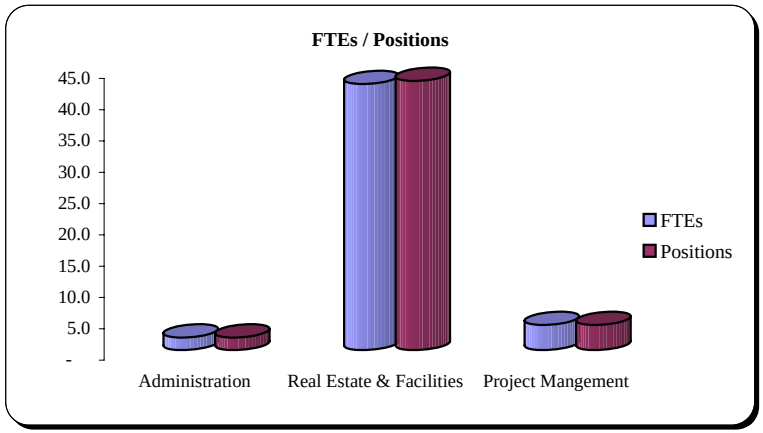
PIERCE TRANSIT

2008 OPERATING BUDGET
DEPARTMENT EXPENDITURE SUMMARY
CAPITAL DEVELOPMENT

Expenditure Summary



Description	Administration	Real Estate & Facilities	Project Mangement	Department Total
Personnel	$ 181,131	$ 3,059,920	$ 391,934	$ 3,632,985
Maintenance and Operations				
Supplies	250	852,469	829	853,548
Services	5,370	231,895	10,200	247,465
Utilities	-	919,506	-	919,506
Repairs & Maintenance	-	557,774	-	557,774
Rentals	-	38,114	-	38,114
Other	620	8,395	-	9,015
Repair & Maint Contract Services	-	625,073	-	625,073
Other Improvements	-	437,334	-	437,334
Maintenance and Operations	6,240	3,670,560	11,029	3,687,829
TOTAL	$ 187,371	$ 6,730,480	$ 402,963	$ 7,320,814
FTEs	*2.0*	*42.5*	*4.0*	*48.5*
Positions	*2.0*	*43.0*	*4.0*	*49.0*



2008 OPERATING BUDGET
DEPARTMENT EXPENDITURE DETAIL
CAPITAL DEVELOPMENT

	Object Number	Description	Administration	Real Estate & Facilities	Project Management	Department Total
PERSONNEL	61100	Salaries	$ 141,916	$ 2,205,268	$ 317,994	$ 2,665,178
	61160	Safety & Attendance	-	11,000	-	11,000
	61200	Overtime	-	53,000	-	53,000
	62500	Benefits	39,215	760,652	73,940	873,807
	62900	Uniforms	-	30,000	-	30,000
		SUBTOTAL	181,131	3,059,920	391,934	3,632,985
SUPPLIES	63110	Books & Periodicals	200	3,284	579	4,063
	63120	Office Supplies	50	4,150	200	4,400
	63290	General Operating Supplies	-	247,582	50	247,632
	63310	Small Tools & Equipment	-	22,800	-	22,800
	63380	Snow Supplies	-	8,500	-	8,500
	63390	Other Repair & Maintenance	-	566,153	-	566,153
		SUBTOTAL	250	852,469	829	853,548
SERVICES	64110	Professional Services	-	167,375	-	167,375
	64130	Training	2,670	32,735	8,500	43,905
	64210	Postage	-	1,210	-	1,210
	64330	Travel & Subsistence	2,700	28,575	1,700	32,975
	64340	Advertising	-	1,000	-	1,000
	64350	Printing & Binding	-	1,000	-	1,000
		SUBTOTAL	5,370	231,895	10,200	247,465
UTILITIES	64560	Electricity	-	766,956	-	766,956
	64570	Water	-	90,400	-	90,400
	64580	Garbage	-	62,150	-	62,150
		SUBTOTAL	-	919,506	-	919,506
REPAIRS & MAINTENANCE	64610	Building	-	543,974	-	543,974
	64650	General Equipment	-	13,800	-	13,800
		SUBTOTAL	-	557,774	-	557,774

2008 OPERATING BUDGET
DEPARTMENT EXPENDITURE DETAIL
CAPITAL DEVELOPMENT

	Object Number	Description	Administration	Real Estate & Facilities	Project Management	Department Total
RENTALS	64730	Equipment	-	10,600	-	10,600
	64790	Other	-	27,514	-	27,514
		SUBTOTAL	-	38,114	-	38,114
OTHER	64910	Association Dues	120	4,695	-	4,815
	64980	Bridge Tolls	-	3,000	-	3,000
	64990	Other Miscellaneous Expenses	500	700	-	1,200
		SUBTOTAL	620	8,395	-	9,015
REPAIR & MAINTENANCE CONTRACT SERVICES	65100	Custodial	-	417,077	-	417,077
	65110	Landscaping	-	71,210	-	71,210
	65120	Pest Control	-	4,200	-	4,200
	65130	Elevator Maintenance	-	16,000	-	16,000
	65140	Recycling	-	5,514	-	5,514
	65150	Fire Life Safety System Maint	-	43,889	-	43,889
	65160	UPS Maintenance Services	-	10,000	-	10,000
	65170	Generator Maintenance	-	6,200	-	6,200
	65180	Calibration Services	-	7,500	-	7,500
	65190	Environmental Services	-	4,883	-	4,883
	65200	Water Feature Services	-	12,000	-	12,000
	65210	Roof Maintenance	-	10,000	-	10,000
	65220	Electrical System Maintenance	-	8,500	-	8,500
	65230	Crane & Hoist Maintenance	-	8,100	-	8,100
		SUBTOTAL	-	625,073	-	625,073
OTHER IMPROVEMENTS	66300	Other Structures & Improvements	-	330,000	-	330,000
	66400	Machinery, Equipment & Furniture	-	107,334	-	107,334
		SUBTOTAL	-	437,334	-	437,334
		TOTAL OPERATIONS	$ 187,371	$ 6,730,480	$ 402,963	$ 7,320,814
		FTEs	*2.0*	*42.5*	*4.0*	*48.5*
		Positions	*2.0*	*43.0*	*4.0*	*49.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Capital Development
Division: Administration

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
VP Capital Development	1.0	1.0	1.0	1.0	$ 96,337	$ 21,557	$ 117,894
Executive Assistant	0.0	0.0	1.0	1.0	45,579	17,658	63,237
TOTAL	**1.0**	**1.0**	**2.0**	**2.0**	**$ 141,916**	**$ 39,215**	**$ 181,131**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Capital Development
Division: Project Management

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Project Manager	3.0	3.0	4.0	4.0	$ 317,994	$ 73,940	$ 391,934
TOTAL	**3.0**	**3.0**	**4.0**	**4.0**	**$ 317,994**	**$ 73,940**	**$ 391,934**

2008 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
REAL ESTATE & FACILITIES

	Object Number	Description	Division: Administration 10-413000-	Bus Stop Program 10-412000-	Capital Facilities & Construction Projects 10-411000-	Facilities Management 10-653000-	Office Total
PERSONNEL	61100	Salaries	$ 116,240	$ 163,084	$ 425,971	$ 1,499,973	$ 2,205,268
	61160	Safety & Attendance	-	-	-	11,000	11,000
	61200	Overtime	-	-	-	53,000	53,000
	62500	Benefits	31,359	50,055	118,466	560,772	760,652
	62900	Uniforms	-	-	-	30,000	30,000
		SUBTOTAL	147,599	213,139	544,437	2,154,745	3,059,920
SUPPLIES	63110	Books & Periodicals	300	200	900	1,884	3,284
	63120	Office Supplies	200	450	2,000	1,500	4,150
	63290	General Operating Supplies	500	181,500	4,000	61,582	247,582
	63310	Small Tools & Equipment	-	-	-	22,800	22,800
	63380	Snow Supplies	-	-	-	8,500	8,500
	63390	General Repair & Maint Supplies	-	234,855	-	331,298	566,153
		SUBTOTAL	1,000	417,005	6,900	427,564	852,469
SERVICES	64110	Professional Services	15,000	34,375	25,000	93,000	167,375
	64130	Training	-	1,275	800	30,660	32,735
	64210	Postage	100	110	1,000	-	1,210
	64330	Travel & Subsistence	4,670	1,540	14,635	7,730	28,575
	64340	Advertising	-	1,000	-	-	1,000
	64350	Printing & Binding	300	100	300	300	1,000
		SUBTOTAL	20,070	38,400	41,735	131,690	231,895
UTILITIES	64560	Electricity	-	-	-	766,956	766,956
	64570	Water	-	-	-	90,400	90,400
	64580	Garbage	-	-	-	62,150	62,150
		SUBTOTAL	-	-	-	919,506	919,506
REPAIRS & MAINTENANCE	64610	Building	-	-	-	543,974	543,974
	64650	General Equipment	-	-	-	13,800	13,800
		SUBTOTAL	-	-	-	557,774	557,774

2008 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
REAL ESTATE & FACILITIES

	Object Number	Description	Division: Administration 10-413000-	Bus Stop Program 10-412000-	Capital Facilities & Construction Projects 10-411000-	Facilities Management 10-653000-	Office Total
RENTALS	64730	Equipment	-	-	-	10,600	10,600
	64790	Other	-	-	-	27,514	27,514
		SUBTOTAL	-	-	-	38,114	38,114
OTHER	64910	Association Dues	300	100	1,450	2,845	4,695
	64980	Bridge Tolls	-	-	-	3,000	3,000
	64990	Other Miscellaneous Expenses	300	100	300	-	700
		SUBTOTAL	600	200	1,750	5,845	8,395
REPAIR & MAINTENANCE CONTRACT SERVICES	65100	Custodial	-	-	-	417,077	417,077
	65110	Landscaping	-	-	-	71,210	71,210
	65120	Pest Control	-	-	-	4,200	4,200
	65130	Elevator Maintenance	-	-	-	16,000	16,000
	65140	Recycling	-	-	-	5,514	5,514
	65150	Fire Life Safety System Maint	-	-	-	43,889	43,889
	65160	UPS Maintenance Services	-	-	-	10,000	10,000
	65170	Generator Maintenance	-	-	-	6,200	6,200
	65180	Calibration Services	-	-	-	7,500	7,500
	65190	Environmental Services	-	-	-	4,883	4,883
	65200	Water Feature Services	-	-	-	12,000	12,000
	65210	Roof Maintenance	-	-	-	10,000	10,000
	65220	Electrical System Maintenance	-	-	-	8,500	8,500
	65230	Crane & Hoist Maintenance	-	-	-	8,100	8,100
		SUBTOTAL	-	-	-	625,073	625,073
OTHER IMPROVEMENTS	66300	Other Structures & Improvements	-	330,000	-	-	330,000
	66400	Machinery, Equipment & Furniture	-	107,334	-	-	107,334
		SUBTOTAL	-	437,334	-	-	437,334
		TOTAL OPERATIONS	$ 169,269	$ 1,106,078	$ 594,822	$ 4,860,311	$ 6,730,480
		FTEs	*1.0*	*3.0*	*5.5*	*33.0*	*42.5*
		Positions	*1.0*	*3.0*	*6.0*	*33.0*	*43.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Capital Development
Office of: Real Estate & Facilities
Division: Administration

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Director of Real Estate & Facilities	1.0	1.0	1.0	1.0	$ 116,240	$ 31,359	$ 147,599
TOTAL	**1.0**	**1.0**	**1.0**	**1.0**	**$ 116,240**	**$ 31,359**	**$ 147,599**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Capital Development
Office of: Real Estate & Facilities
Division: Bus Stop Program

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Planner II	1.0	1.0	1.0	1.0	66,630	12,381	79,011
Planner I	1.0	1.0	1.0	1.0	51,230	20,851	72,081
Planning Assistant	1.0	1.0	1.0	1.0	45,224	16,823	62,047
TOTAL	**3.0**	**3.0**	**3.0**	**3.0**	**$ 163,084**	**$ 50,055**	**$ 213,139**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Capital Development
Office of: Real Estate & Facilities
Division: Capital Facilities & Construction Projects

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Construction Projects Supervisor	1.0	1.0	1.0	1.0	$ 76,246	$ 24,841	$ 101,087
Facilities Projects Supervisor	1.0	1.0	1.0	1.0	59,740	11,403	71,143
Principal Planner	1.0	1.0	1.0	1.0	88,933	20,996	109,929
Senior Planner	1.5	2.0	1.5	2.0	158,842	44,051	202,893
Project Assistant	1.0	1.0	1.0	1.0	42,210	17,175	59,385
TOTAL	**5.5**	**6.0**	**5.5**	**6.0**	**$ 425,971**	**$ 118,466**	**$ 544,437**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Capital Development
Office of: Real Estate & Facilities
Division: Facilities Management

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Maintenance Manager	1.0	1.0	1.0	1.0	$ 110,618	$ 28,354	$ 138,972
Assistant Maintenance Manager	1.0	1.0	1.0	1.0	82,345	26,230	108,575
Division Assistant	1.0	1.0	1.0	1.0	38,848	7,136	45,984
Lead Maintenance Mechanic	2.0	2.0	2.0	2.0	118,731	42,250	160,981
Maintenance Mechanic	7.0	7.0	7.0	7.0	366,302	131,517	497,819
Facilities Custodian II	11.0	11.0	12.0	12.0	450,455	174,620	625,075
Facilities Custodian I	9.0	9.0	9.0	9.0	289,744	142,957	432,701
SUBTOTAL	32.0	32.0	33.0	33.0	1,457,043	553,064	2,010,107
Safety and Attendance					11,000	845	11,845
Certification Pay					2,080	160	2,240
Shift Differential					3,500	269	3,769
Overtime					53,000	4,070	57,070
Retirement Expense					7,350	564	7,914
Uniforms					30,000	30,000	60,000
Tool Allowance						1,800	1,800
TOTAL	**32.0**	**32.0**	**33.0**	**33.0**	**$ 1,563,973**	**$ 590,772**	**$ 2,154,745**

PIERCE TRANSIT

With nearly 300 vans on the road, Pierce Transit serves hundreds of worksites throughout the greater Puget Sound area. By parking in lots located conveniently near their homes and riding in one vehicle, vanpool riders help reduce the number of cars on the road and the number of parking stalls needed at their workplace. Vanpooling benefits our entire community, not just those who ride.

Pierce Transit BUDGET 2008

POLICY, PLANNING & PUBLIC AFFAIRS

POLICY, PLANNING
& PUBLIC AFFAIRS
DEPARTMENT

PIERCE TRANSIT

2008 BUDGET
POLICY, PLANNING & PUBLIC AFFAIRS DEPARTMENT
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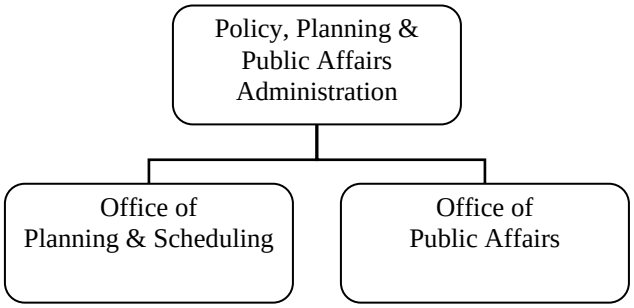
In Brief:

The overall goal of the Policy, Planning & Public Affairs 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 Louise Bray.

Overview:

The Policy, Planning & Public Affairs Department consists of the following:



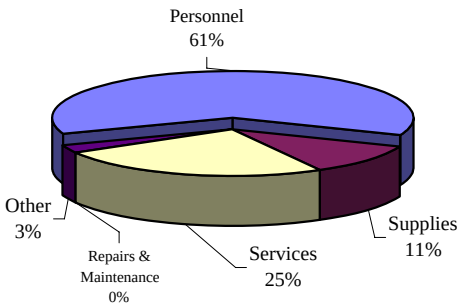
Administration This division oversees and directs the activities in the department that provide essential support to other departments in the Agency and is responsible for governmental affairs, grant acquisition, and communications.

Office of Planning & Scheduling This office 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 office coordinates transit service planning, Sound Transit service development, statistical analysis, route planning, route schedules, and coach operator work assignments.

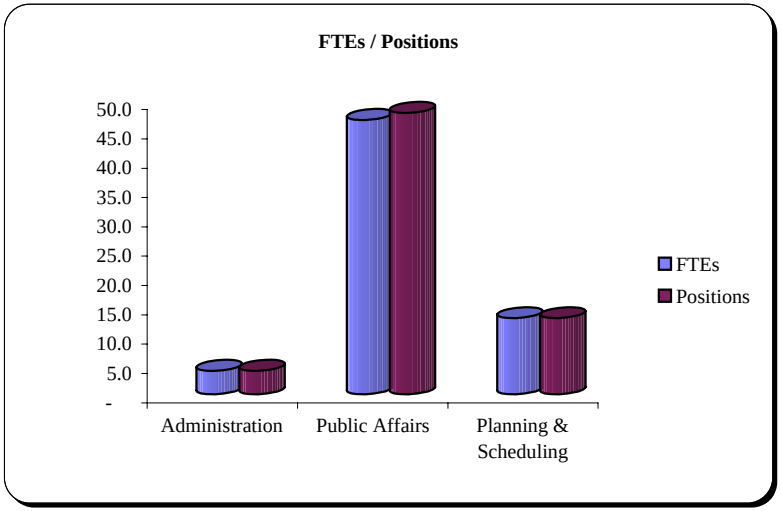
Office of Public Affairs This office supports the entire Agency by making the public aware of Pierce Transit's services. This includes promotion of current and future services, advertisement of special event services, publication of passenger information materials (on-street information and Ride Guides), and implementation of programs focused on increasing ridership. In addition to work seen by the public, the office provides communications, consultations, and support to all divisions of Pierce Transit as they communicate within the Agency and to their specific audiences. This office also is responsible for providing graphic services, developing and implementing the marketing program and market research. Customer service functions 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 or E-Store sales. Other services provided include 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 office maintains contact with federal, national, state, and local agencies for improvements and coordination.

2008 OPERATING BUDGET
DEPARTMENT EXPENDITURE SUMMARY
POLICY, PLANNING & PUBLIC AFFAIRS

Expenditure Summary



Description	Administration	Public Affairs	Planning & Scheduling	Department Total
Personnel	$ 399,007	$ 3,525,804	$ 1,289,830	$ 5,214,641
Maintenance and Operations				
Supplies	2,445	908,866	2,270	913,581
Services	131,018	1,445,135	519,950	2,096,103
Repairs & Maintenance	-	2,700	-	2,700
Other	7,405	202,575	18,500	228,480
Maintenance and Operations	140,868	2,559,276	540,720	3,240,864
TOTAL	$ 539,875	$ 6,085,080	$ 1,830,550	$ 8,455,505
FTEs	*4.0*	*46.8*	*13.0*	*63.8*
Positions	*4.0*	*48.0*	*13.0*	*65.0*



2008 OPERATING BUDGET
DEPARTMENT EXPENDITURE DETAIL
POLICY, PLANNING & PUBLIC AFFAIRS

	Object Number	Description	Administration	Public Affairs	Planning & Scheduling	Department Total
PERSONNEL	61100	Salaries	$ 302,004	$ 2,584,687	$ 957,224	$ 3,843,915
	61160	Safety & Attendance	-	4,000	2,000	6,000
	61190	Contract Salaries	-	19,000	45,000	64,000
	61200	Overtime	-	30,000	2,000	32,000
	62500	Benefits	97,003	887,117	283,606	1,267,726
	62900	Uniforms	-	1,000	-	1,000
		SUBTOTAL	399,007	3,525,804	1,289,830	5,214,641
SUPPLIES	63110	Books & Periodicals	895	3,070	400	4,365
	63120	Office Supplies	1,000	500	1,870	3,370
	63230	Fuel - Unleaded	-	884,860	-	884,860
	63290	General Operating Supplies	550	20,436	-	20,986
		SUBTOTAL	2,445	908,866	2,270	913,581
SERVICES	64110	Professional Services	107,368	209,500	465,000	781,868
	64130	Training	1,265	12,900	48,000	62,165
	64160	Publicity & Public Relations	-	1,121,825	-	1,121,825
	64210	Postage	-	33,975	200	34,175
	64330	Travel & Subsistence	22,185	26,020	-	48,205
	64350	Printing & Binding	200	40,915	6,750	47,865
		SUBTOTAL	131,018	1,445,135	519,950	2,096,103
REPAIRS & MAINTENANCE	64650	General Equipment	-	2,700	-	2,700
		SUBTOTAL	-	2,700	-	2,700
OTHER	64910	Association Dues	5,875	1,230	3,500	10,605
	64970	Other Contract Services	-	49,550	15,000	64,550
	64980	Bridge Tolls	-	39,650	-	39,650
	64990	Other Miscellaneous Expenses	1,530	112,145	-	113,675
		SUBTOTAL	7,405	202,575	18,500	228,480
		TOTAL OPERATIONS	$ 539,875	$ 6,085,080	$ 1,830,550	$ 8,455,505
		FTEs	*4.0*	*46.8*	*13.0*	*63.8*
		Positions	*4.0*	*48.0*	*13.0*	*65.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Policy, Planning & Public Affairs
Division: Administration

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	TOTAL
VP Policy, Planning & Public Affairs	1.0	1.0	1.0	1.0	$ 121,846	$ 30,149	$ 151,995
Public Relations Officer	1.0	1.0	1.0	1.0	69,681	19,510	89,191
Policy & Grant Development Manager	1.0	1.0	1.0	1.0	59,047	26,616	85,663
Executive Assistant	1.0	1.0	1.0	1.0	51,430	20,728	72,158
TOTAL	**4.0**	**4.0**	**4.0**	**4.0**	**$ 302,004**	**$ 97,003**	**$ 399,007**

2008 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
PLANNING & SCHEDULING

	Object Number	Description	Division: Administration 10-453000-	Division: Planning 10-451000-	Division: Scheduling 10-452000-	Office Total
PERSONNEL	61100	Salaries	$ 105,040	$ 588,140	$ 264,044	$ 957,224
	61160	Safety & Attendance	-	-	2,000	2,000
	61190	Contract Salaries	45,000	-	-	45,000
	61200	Overtime	-	-	2,000	2,000
	62500	Benefits	25,247	176,207	82,152	283,606
		SUBTOTAL	175,287	764,347	350,196	1,289,830
SUPPLIES	63110	Books & Periodicals	200	200	-	400
	63120	Office Supplies	1,120	750	-	1,870
		SUBTOTAL	1,320	950	-	2,270
SERVICES	64110	Professional Services	-	465,000	-	465,000
	64130	Training	8,000	20,000	20,000	48,000
	64210	Postage	100	100	-	200
	64350	Printing & Binding	250	6,000	500	6,750
		SUBTOTAL	8,350	491,100	20,500	519,950
OTHER	64910	Association Dues	1,500	1,000	1,000	3,500
	64970	Other Contract Services	15,000	-	-	15,000
		SUBTOTAL	16,500	1,000	1,000	18,500
		TOTAL OPERATIONS	$ 201,457	$ 1,257,397	$ 371,696	$ 1,830,550
		FTEs	*1.0*	*8.0*	*4.0*	*13.0*
		Positions	*1.0*	*8.0*	*4.0*	*13.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Policy, Planning & Public Affairs
Office of: Planning & Scheduling
Division: Administration

Position Title		2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Director of Planning		1.0	1.0	1.0	1.0	105,040	21,791	126,831
	SUBTOTAL	1.0	1.0	1.0	1.0	105,040	21,791	126,831
Contract Ridechecker						45,000	3,456	48,456
TOTAL		**1.0**	**1.0**	**1.0**	**1.0**	**$ 150,040**	**$ 25,247**	**$ 175,287**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Policy, Planning & Public Affairs
Office of: Planning & Scheduling
Division: Planning

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Planning Manager	1.0	1.0	1.0	1.0	$ 96,775	$ 26,590	$ 123,365
Principal Planner	0.8	1.0	1.0	1.0	69,681	19,510	89,191
Senior Planner	2.0	2.0	2.0	2.0	164,690	44,816	209,506
Planner II	1.0	1.0	1.0	1.0	70,598	24,166	94,764
Planner	1.0	1.0	1.0	1.0	66,917	23,633	90,550
CAD/AVL Data Analyst	0.0	0.0	2.0	2.0	119,479	37,492	156,971
TOTAL	**5.8**	**6.0**	**8.0**	**8.0**	**$ 588,140**	**$ 176,207**	**$ 764,347**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Policy, Planning & Public Affairs
Office of: Planning & Scheduling
Division: Scheduling

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	TOTAL
Principal Planner	1.0	1.0	1.0	1.0	$ 88,933	$ 27,066	$ 115,999
Scheduler	3.0	3.0	3.0	3.0	175,111	54,778	229,889
SUBTOTAL	4.0	4.0	4.0	4.0	264,044	81,844	345,888
Safety & Attendance					2,000	154	2,154
Overtime					2,000	154	2,154
TOTAL	**4.0**	**4.0**	**4.0**	**4.0**	**$ 268,044**	**$ 82,152**	**$ 350,196**

2008 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
PUBLIC AFFAIRS

	Object Number	Description	Division: Administration 10-465000-	ADA 10-461000-	Marketing 10-441000-	Vanpool 10-463000-	Office Total
PERSONNEL	61100	Salaries	$ 219,970	$ 345,118	$ 1,364,869	$ 654,730	$ 2,584,687
	61160	Safety & Attendance	-	-	4,000	-	4,000
	61190	Contract Salaries	-	6,000	13,000	-	19,000
	61200	Overtime	-	-	30,000	-	30,000
	62500	Benefits	56,625	127,418	499,857	203,217	887,117
	62900	Uniforms	-	-	1,000	-	1,000
		SUBTOTAL	276,595	478,536	1,912,726	857,947	3,525,804
SUPPLIES	63110	Books & Periodicals	-	1,900	970	200	3,070
	63120	Office Supplies	-	-	500	-	500
	63250	Fuel - Unleaded	-		-	884,860	884,860
	63290	General Operating Supplies	-	4,250	13,600	2,586	20,436
		SUBTOTAL	-	6,150	15,070	887,646	908,866
SERVICES	64110	Professional Services	-	76,000	133,500	-	209,500
	64130	Training	300	2,000	9,200	1,400	12,900
	64160	Publicity & Public Relations	-	-	1,121,825	-	1,121,825
	64210	Postage	-	7,500	20,955	5,520	33,975
	64330	Travel & Subsistence	10,400	5,420	8,500	1,700	26,020
	64350	Printing & Binding	-	5,900	19,750	15,265	40,915
		SUBTOTAL	10,700	96,820	1,313,730	23,885	1,445,135
REPAIRS & MAINTENANCE	64650	General Equipment	-	-	2,700	-	2,700
		SUBTOTAL	-	-	2,700	-	2,700
OTHER	64910	Association Dues	800	100	330	-	1,230
	64970	Other Contract Services	-	-	39,200	10,350	49,550
	64980	Bridge Tolls	-	-	-	39,650	39,650
	64990	Other Miscellaneous Expenses	-	-	-	112,145	112,145
		SUBTOTAL	800	100	39,530	162,145	202,575
		TOTAL OPERATIONS	$ 288,095	$ 581,606	$ 3,283,756	$ 1,931,623	$ 6,085,080
		FTEs	*2.0*	*7.0*	*26.8*	*11.0*	*46.8*
		Positions	*2.0*	*7.0*	*28.0*	*11.0*	*48.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Policy, Planning & Public Affairs
Office of: Public Affairs
Division: Administration

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	TOTAL
Director of Public Affairs	1.0	1.0	1.0	1.0	$ 116,240	$ 29,150	$ 145,390
Public Affairs Manager	1.0	1.0	1.0	1.0	103,730	27,475	131,205
TOTAL	**2.0**	**2.0**	**2.0**	**2.0**	**$ 219,970**	**$ 56,625**	**$ 276,595**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Policy, Planning & Public Affairs
Office of: Public Affairs
Division: ADA

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	Benefits	TOTAL
ADA Eligibility Assistant Manager	1.0	1.0	1.0	1.0	$ 76,245	$ 19,389	$ 95,634
Lead Travel Trainer	0.0	0.0	1.0	1.0	39,936	17,225	57,161
Travel Trainer	2.0	2.0	2.0	2.0	84,488	32,549	117,037
ADA Program Coordinator	0.0	0.0	1.0	1.0	55,314	18,406	73,720
ADA Eligibility Assistant	2.0	2.0	2.0	2.0	89,135	39,388	128,523
SUBTOTAL	5.0	5.0	7.0	7.0	345,118	126,957	472,075
Travel Training Intern Stipend					6,000	461	6,461
TOTAL	**5.0**	**5.0**	**7.0**	**7.0**	**$ 351,118**	**$ 127,418**	**$ 478,536**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Policy, Planning & Public Affairs
Office of: Public Affairs
Division: Marketing

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Community Outreach Coordinator	1.0	1.0	1.0	1.0	$ 93,379	$ 16,425	$ 109,804
Customer Services Assistant Manager	1.0	1.0	1.0	1.0	55,872	14,482	70,354
Marketing Design Specialist	2.0	2.0	2.0	2.0	105,907	31,839	137,746
Senior Marketing Design Specialist	1.0	1.0	1.0	1.0	62,059	22,216	84,275
Senior Marketing Specialist/Webmaster	1.0	1.0	1.0	1.0	70,598	23,068	93,666
Market Development Supervisor	1.0	1.0	1.0	1.0	88,933	26,367	115,300
Marketing Services Coordinator	1.0	1.0	1.0	1.0	70,598	22,990	93,588
Marketing Services Representative	2.0	2.0	2.0	2.0	82,963	32,274	115,237
Employer Services Coordinator	1.0	1.0	1.0	1.0	70,598	24,526	95,124
Employer Program Specialist	1.0	1.0	1.0	1.0	47,427	16,165	63,592
Employer Assistant	1.0	1.0	1.0	1.0	39,381	17,012	56,393
Lead Customer Services Representative	1.0	1.0	1.0	1.0	43,281	16,699	59,980
Customer Services Representatives II	10.8	12.0	10.8	12.0	462,084	200,267	662,351
Customer Services Representatives I	1.5	2.0	2.0	2.0	71,789	32,918	104,707
SUBTOTAL	26.3	28.0	26.8	28.0	1,364,869	497,248	1,862,117
Safety & Attendance					4,000	307	4,307
Overtime					30,000	2,304	32,304
Work Study					13,000	998	13,998
TOTAL	**26.3**	**28.0**	**26.8**	**28.0**	**$ 1,411,869**	**$ 500,857**	**$ 1,912,726**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Policy, Planning & Public Affairs
Office of: Public Affairs
Division: Vanpool

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Community Services Assistant Manager	1.0	1.0	1.0	1.0	$ 82,345	$ 15,732	$ 98,077
Vanpool Coordinator	8.0	8.0	8.0	8.0	499,222	161,937	661,159
Vanpool Specialist	2.0	2.0	2.0	2.0	73,163	25,548	98,711
TOTAL	**11.0**	**11.0**	**11.0**	**11.0**	**$ 654,730**	**$ 203,217**	**$ 857,947**

PIERCE TRANSIT

Pierce Transit bus service to the Narrows Bridge Opening Celebration, on July 15, 2007, set a single-day passenger record. In a twelve-hour period, the special event bus service provided more than 56,000 passenger trips, surpassing the previous record of almost 33,000 trips set during the 2005 Freedom Fair – Tall Ships event. In addition to this special service, regular Pierce Transit Sunday bus service provided more than 16,000 rides.

Pierce Transit BUDGET 2008

HUMAN RESOURCES

HUMAN RESOURCES DEPARTMENT

PIERCE TRANSIT

2008 BUDGET
HUMAN RESOURCES DEPARTMENT
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Human Resources 194

In Brief:

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

Overview:

The Human Resources Department consists of the following:

Human Resources

The Human Resources Department is responsible for directing and coordinating programs and policies that support current and future work force strategic initiatives. The department provides service to meet this responsibility in five functional areas.

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

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 for proper placement. It ensures a competitive and equitable salary structure. This function audits the payroll to ensure correct hourly rates, correct deductions, and administers and interprets the wage provisions of the labor contract. It also administers employee benefits for health, life and disability, deferred compensation, pension programs and flexible spending accounts. It monitors costs of the health and dental programs and recommends cost-effective changes that may be necessary.

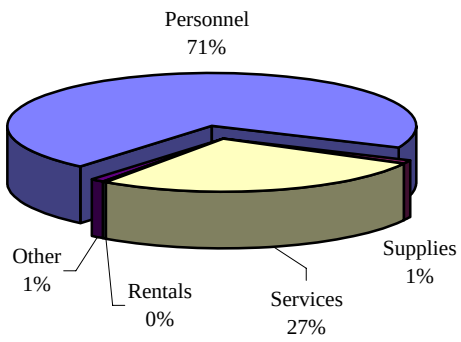
Training and Staff Development - This function looks at all new and current employees as a whole and crafts professional development initiatives to maximize employees' potential as it relates to the strategic vision of Pierce Transit. Training and Development uses a "University" style approach for delivery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

Health and Welfare - Human Resources drives many of the services designed to promote and retain a healthy workforce, offering wellness/fitness programs and contracting for resources to assist employees with work/life issues. It coordinates the family medical leave policy, dependent care programs, and the employee suggestion program. It manages the Employee Assistance Program. This function promotes morale and recommends policies to maintain a positive working environment.

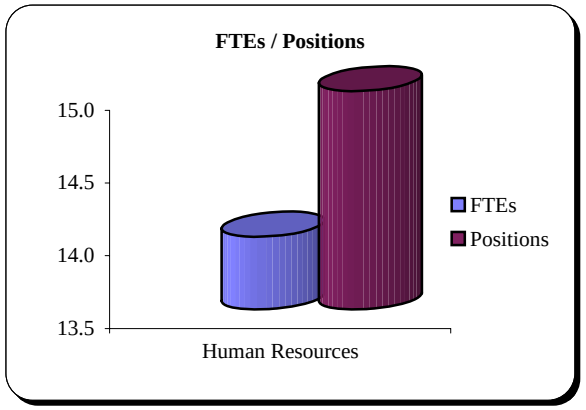
Labor and Employee Relations - This section of the department provides coordination of the collective bargaining agreement. It investigates and responds to grievances, conducts labor relations training, leads the negotiation of the collective bargaining agreement and provides oversight in arbitrations and other disputes. This section also advises managers on employee relations issues for the non-represented group of the Agency.

2008 OPERATING BUDGET
DEPARTMENT EXPENDITURE SUMMARY
HUMAN RESOURCES

Expenditure Summary



Description	Human Resources	Department Total
Personnel	$ 1,415,274	$ 1,415,274
Maintenance and Operations		
Supplies	21,150	21,150
Services	542,400	542,400
Rentals	1,500	1,500
Other	24,810	24,810
Maintenance & Operations	589,860	589,860
TOTAL	$ 2,005,134	$ 2,005,134
FTEs	*14.0*	*14.0*
Positions	*15.0*	*15.0*



2008 OPERATING BUDGET
DEPARTMENT EXPENDITURE DETAIL
HUMAN RESOURCES

	Object Number	Description	Human Resources	Department Total
PERSONNEL	61100	Salaries	$ 1,121,218	$ 1,121,218
	62500	Benefits	294,056	294,056
		SUBTOTAL	1,415,274	1,415,274
SUPPLIES	63110	Books & Periodicals	1,200	1,200
	63120	Office Supplies	2,000	2,000
	63290	General Operating Supplies	15,950	15,950
	63310	Small Tools & Equipment	2,000	2,000
		SUBTOTAL	21,150	21,150
SERVICES	64110	Professional Services	264,500	264,500
	64120	Legal Costs	100,000	100,000
	64130	Training	27,900	27,900
	64210	Postage	4,000	4,000
	64320	Tuition Reimbursement	60,000	60,000
	64330	Travel & Subsistence	16,200	16,200
	64340	Advertising	65,000	65,000
	64350	Printing & Binding	4,800	4,800
		SUBTOTAL	542,400	542,400
RENTALS	64720	Buildings	1,500	1,500
		SUBTOTAL	1,500	1,500
OTHER	64910	Association Dues	2,310	2,310
	64970	Other Contract Services	20,000	20,000
	64990	Other Miscellaneous Expenses	2,500	2,500
		SUBTOTAL	24,810	24,810
		TOTAL OPERATIONS	$ 2,005,134	$ 2,005,134
		FTEs	*14.0*	*14.0*
		Positions	*15.0*	*15.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Human Resources
Division: Human Resources

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
VP Human Resources	1.0	1.0	1.0	1.0	$ 135,555	$ 21,190	$ 156,745
Director of Labor & Employee Relations	1.0	1.0	1.0	1.0	116,240	32,548	148,788
Training & Employee Development Manager	0.8	1.0	1.0	1.0	77,404	20,103	97,507
Employee Relations Coordinator	1.0	1.0	1.0	1.0	82,345	26,110	108,455
Senior Human Resource Analyst	1.0	1.0	2.0	2.0	152,026	44,956	196,982
Employment Services Manager	1.0	1.0	1.0	1.0	102,610	29,142	131,752
Benefits and Compensation Manager	0.0	0.0	1.0	1.0	77,404	20,103	97,507
Human Resources Analyst	2.0	2.0	2.0	2.0	135,927	24,504	160,431
Human Resources Specialist	1.0	1.0	3.0	4.0	191,128	57,742	248,870
Executive Assistant	1.0	1.0	1.0	1.0	45,579	17,658	63,237
SUBTOTAL	9.8	10.0	14.0	15.0	1,116,218	294,056	1,410,274
Service Excellence and Suggestion Awards					5,000	-	5,000
TOTAL	**9.8**	**10.0**	**14.0**	**15.0**	**$ 1,121,218**	**$ 294,056**	**$ 1,415,274**

Many people in our community would be home-bound if it were not for the Pierce Transit SHUTTLE service. Pierce Transit provides safe, courteous, and accessible transportation for people with disabilities who are unable to use regular bus service. They have the opportunity to make essential trips like grocery shopping or doctor appointments, for going to church, or for just visiting friends.

Pierce Transit BUDGET 2008

FINANCE, AUDIT & ADMINISTRATION

FINANCE, AUDIT & ADMINISTRATION DEPARTMENT

PIERCE TRANSIT

2008 BUDGET
FINANCE, AUDIT & ADMINISTRATION DEPARTMENT
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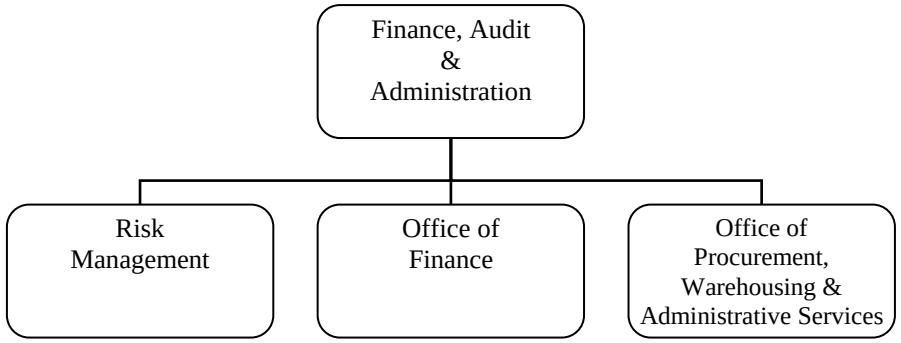
In Brief:

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

Overview:

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



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

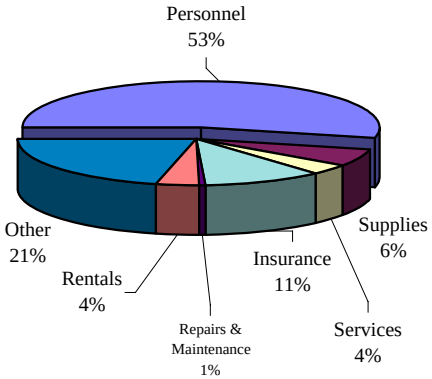
Risk Management This division is responsible for the overall risk management needs of the Agency including monitoring and controlling the Agency's losses and exposures associated with the self-insurance programs. This requires proper placement of casualty and property insurance coverage or alternative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

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

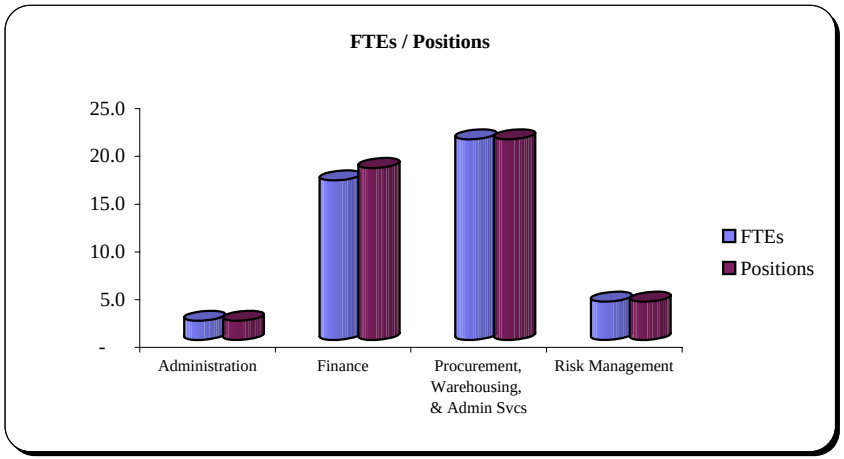
Office of Procurement, Warehousing & Administrative Services This office directs and controls the purchase of materials and services for the entire Agency. This includes the ordering, stocking, shipping, and distribution of parts used in maintaining and repairing Agency vehicles, establishing appropriate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

2008 OPERATING BUDGET
DEPARTMENT EXPENDITURE SUMMARY
FINANCE, AUDIT & ADMINISTRATION

Expenditure Summary



Description	Administration	Finance	Procurement, Warehousing, & Admin Svcs	Risk Management	Department Total
Personnel	$ 231,282	$ 1,464,128	$ 1,482,520	$ 364,768	$ 3,542,698
Maintenance and Operations					
Supplies	1,383	11,200	373,470	18,800	404,853
Services	7,510	82,015	55,425	94,450	239,400
Insurance	-	-	-	713,500	713,500
Repairs & Maintenance	-	2,500	36,240	-	38,740
Rentals	-	-	254,472	-	254,472
Other	785	1,259,498	127,880	23,790	1,411,953
Maintenance and Operations	9,678	1,355,213	847,487	850,540	3,062,918
TOTAL	$ 240,960	$ 2,819,341	$ 2,330,007	$ 1,215,308	$ 6,605,616
FTEs	*2.0*	*16.7*	*21.0*	*4.0*	*43.7*
Positions	*2.0*	*18.0*	*21.0*	*4.0*	*45.0*



2008 OPERATING BUDGET
DEPARTMENT EXPENDITURE DETAIL
FINANCE, AUDIT & ADMINISTRATION

	Object Number	Description	Administration	Finance	Procurement, Warehousing & Admin Services	Risk Management	Department Total
PERSONNEL	61100	Salaries	$ 181,134	$ 1,084,293	$ 1,094,679	$ 282,954	$ 2,643,060
	61160	Safety & Attendance	-	2,500	9,300	-	11,800
	61200	Overtime	-	18,000	12,000	-	30,000
	62500	Benefits	50,148	359,035	363,341	81,814	854,338
	62900	Uniforms	-	300	3,200	-	3,500
		SUBTOTAL	231,282	1,464,128	1,482,520	364,768	3,542,698
SUPPLIES	63110	Books & Periodicals	1,333	800	2,770	800	5,703
	63120	Office Supplies	50	5,050	355,850	1,500	362,450
	63290	General Operating Supplies	-	5,350	300	15,000	20,650
	63310	Small Tools & Equipment	-	-	14,550	1,500	16,050
		SUBTOTAL	1,383	11,200	373,470	18,800	404,853
SERVICES	64110	Professional Services	-	47,100	10,000	82,600	139,700
	64130	Training	2,960	9,080	12,400	3,500	27,940
	64210	Postage	50	4,800	8,025	1,400	14,275
	64330	Travel & Subsistence	4,500	11,185	10,900	6,950	33,535
	64340	Advertising	-	-	12,000	-	12,000
	64350	Printing & Binding	-	9,850	2,100	-	11,950
		SUBTOTAL	7,510	82,015	55,425	94,450	239,400
INSURANCE	64410	Liability	-	-	-	545,000	545,000
	64420	Fire	-	-	-	128,000	128,000
	64430	Performance Bond	-	-	-	500	500
	64470	Workers' Comp.		-	-	40,000	40,000
		SUBTOTAL	-	-	-	713,500	713,500
REPAIRS & MAINTENANCE	64650	General Equipment	-	2,500	36,240	-	38,740
		SUBTOTAL	-	2,500	36,240	-	38,740
RENTALS	64720	Buildings	-	-	130,400	-	130,400
	64730	Equipment	-	-	8,882	-	8,882
	64790	Other	-	-	115,190	-	115,190
		SUBTOTAL	-	-	254,472	-	254,472
OTHER	64910	Association Dues	685	2,059	1,010	2,190	5,944
	64950	Taxes	-	32,250	71,300	-	103,550
	64970	Other Contract Services	-	1,024,389	49,800	20,000	1,094,189
	64980	Bridge Tolls	-	-	1,700	-	1,700
	64990	Other Miscellaneous Expenses	100	200,800	4,070	1,600	206,570
		SUBTOTAL	785	1,259,498	127,880	23,790	1,411,953
		TOTAL OPERATIONS	$ 240,960	$ 2,819,341	$ 2,330,007	$ 1,215,308	$ 6,605,616
		FTEs	*2.0*	*16.7*	*21.0*	*4.0*	*43.7*
		Positions	*2.0*	*18.0*	*21.0*	*4.0*	*45.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Finance, Audit & Administration
Division: Administration

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
VP Finance & Administration	1.0	1.0	1.0	1.0	$ 135,555	$ 32,490	$ 168,045
Executive Assistant	1.0	1.0	1.0	1.0	45,579	17,658	63,237
TOTAL	**2.0**	**2.0**	**2.0**	**2.0**	**$ 181,134**	**$ 50,148**	**$ 231,282**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

Department: Finance, Audit & Administration
Division: Risk Management

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Risk Manager	1.0	1.0	1.0	1.0	$ 103,730	$ 27,222	$ 130,952
Claims Administrator	1.0	1.0	1.0	1.0	82,345	14,458	96,803
Claims Specialist	0.0	0.0	1.0	1.0	50,794	20,088	70,882
Risk Management Assistant	1.0	1.0	1.0	1.0	46,085	20,046	66,131
TOTAL	**3.0**	**3.0**	**4.0**	**4.0**	**$ 282,954**	**$ 81,814**	**$ 364,768**

2008 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
FINANCE

	Object Number	Description	Division: Administration 10-221000-	Accounting 10-241000-	Budgeting 10-261000-	Revenue Accounting 10-242000-	Office Total
PERSONNEL	61100	Salaries	$ 263,357	$ 347,060	$ 249,445	$ 224,431	$ 1,084,293
	61160	Safety & Attendance	-	1,600	-	900	2,500
	61200	Overtime	-	8,000	-	10,000	18,000
	62500	Benefits	64,453	123,539	71,169	99,874	359,035
	62900	Uniforms	-	-	-	300	300
		SUBTOTAL	327,810	480,199	320,614	335,505	1,464,128
SUPPLIES	63110	Books & Periodicals	50	500	250	-	800
	63120	Office Supplies	300	1,375	2,000	1,375	5,050
	63290	General Operating Supplies	-	-	-	5,350	5,350
		SUBTOTAL	350	1,875	2,250	6,725	11,200
SERVICES	64110	Professional Services	-	46,550	550	-	47,100
	64130	Training	2,500	3,400	2,680	500	9,080
	64210	Postage	100	3,300	200	1,200	4,800
	64330	Travel & Subsistence	4,435	2,150	4,300	300	11,185
	64350	Printing & Binding	-	5,250	4,600	-	9,850
		SUBTOTAL	7,035	60,650	12,330	2,000	82,015
REPAIRS & MAINTENANCE	64650	General Equipment	-	100	-	2,400	2,500
		SUBTOTAL	-	100	-	2,400	2,500
OTHER	64910	Association Dues	520	840	169	530	2,059
	64950	Taxes	-	32,250	-	-	32,250
	64970	Other Contract Services	-	28,000	-	996,389	1,024,389
	64990	Other Miscellaneous Expenses	100	350	200,350	-	200,800
		SUBTOTAL	620	61,440	200,519	996,919	1,259,498
		TOTAL OPERATIONS	$ 335,815	$ 604,264	$ 535,713	$ 1,343,549	$ 2,819,341
		FTEs	*3.0*	*6.0*	*3.0*	*4.7*	*16.7*
		Positions	*3.0*	*6.0*	*3.0*	*6.0*	*18.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	TOTAL
Director of Finance	1.0	1.0	1.0	1.0	$ 116,240	$ 29,150	$ 145,390
Senior Accountant	1.0	1.0	1.0	1.0	77,436	15,793	93,229
Internal Auditor	1.0	1.0	1.0	1.0	69,681	19,510	89,191
TOTAL	**3.0**	**3.0**	**3.0**	**3.0**	**$ 263,357**	**$ 64,453**	**$ 327,810**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Assistant Finance Manager	1.0	1.0	1.0	1.0	$ 88,132	$ 25,633	$ 113,765
Senior Accountant	1.0	1.0	1.0	1.0	70,598	24,406	95,004
Account Clerk	2.0	2.0	2.0	2.0	86,488	32,140	118,628
Payroll Specialist	2.0	2.0	2.0	2.0	101,842	40,623	142,465
SUBTOTAL	6.0	6.0	6.0	6.0	347,060	122,802	469,862
Safety & Attendance					1,600	123	1,723
Overtime					8,000	614	8,614
TOTAL	**6.0**	**6.0**	**6.0**	**6.0**	**$ 356,660**	**$ 123,539**	**$ 480,199**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Budget Manager	1.0	1.0	1.0	1.0	$ 100,847	$ 26,673	$ 127,520
Budget Analyst	1.0	1.0	1.0	1.0	78,000	25,138	103,138
Central Projects & Grants Coordinator	1.0	1.0	1.0	1.0	70,598	19,358	89,956
TOTAL	**3.0**	**3.0**	**3.0**	**3.0**	**$ 249,445**	**$ 71,169**	**$ 320,614**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	TOTAL
Revenue Supervisor	0.4	1.0	1.0	1.0	$ 69,203	$ 23,877	$ 93,080
Account Clerk	2.0	2.0	2.0	2.0	89,482	39,063	128,545
Clerical Assistant	1.3	3.0	1.7	3.0	65,746	36,097	101,843
SUBTOTAL	3.7	6.0	4.7	6.0	224,431	99,037	323,468
Safety & Attendance					900	69	969
Overtime					10,000	768	10,768
Uniforms						300	300
TOTAL	**3.7**	**6.0**	**4.7**	**6.0**	**$ 235,331**	**$ 100,174**	**$ 335,505**

2008 OPERATING BUDGET
OFFICE EXPENDITURE DETAIL
PROCUREMENT, WAREHOUSING AND ADMINISTRATIVE SERVICES

	Object Number	Description	Division: Administration 10-233000-	Administrative Services 10-253000-	Purchasing 10-231000-	Warehousing 10-232000-	Office Total
PERSONNEL	61100	Salaries	$ 116,240	$ 195,888	$ 248,647	$ 533,904	$ 1,094,679
	61160	Safety & Attendance	-	1,600	-	7,700	9,300
	61200	Overtime	-	2,000	-	10,000	12,000
	62500	Benefits	29,510	65,322	80,947	187,562	363,341
	62900	Uniforms	-	-	-	3,200	3,200
		SUBTOTAL	145,750	264,810	329,594	742,366	1,482,520
SUPPLIES	63110	Books & Periodicals	-	2,370	150	250	2,770
	63120	Office Supplies	100	1,500	353,500	750	355,850
	63290	General Operating Supplies	-	-	100	200	300
	63310	Small Tools & Equipment	-	150	100	14,300	14,550
		SUBTOTAL	100	4,020	353,850	15,500	373,470
SERVICES	64110	Professional Services	-	-	10,000	-	10,000
	64130	Training	1,800	2,000	5,100	3,500	12,400
	64210	Postage	10	5,015	2,500	500	8,025
	64220	Telephone	-	-	-	-	-
	64330	Travel & Subsistence	4,000	300	3,000	3,600	10,900
	64340	Advertising	-	-	12,000	-	12,000
	64350	Printing & Binding	-	1,000	1,000	100	2,100
		SUBTOTAL	5,810	8,315	33,600	7,700	55,425
REPAIRS & MAINTENANCE	64650	General Equipment	-	-	33,240	3,000	36,240
		SUBTOTAL	-	-	33,240	3,000	36,240
RENTALS	64720	Buildings	-	-	130,400	-	130,400
	64730	Equipment	-	2,382	6,000	500	8,882
	64790	Other	-	900	114,290	-	115,190
		SUBTOTAL	-	3,282	250,690	500	254,472
OTHER	64910	Association Dues	290	-	720	-	1,010
	64950	Taxes	-	70,300	1,000	-	71,300
	64970	Other Contract Services	-	6,800	43,000	-	49,800
	64980	Bridge Tolls	-	1,700	-	-	1,700
	64990	Other Miscellaneous Expenses	-	270	3,800	-	4,070
		SUBTOTAL	290	79,070	48,520	-	127,880
		TOTAL OPERATIONS	$ 151,950	$ 359,497	$ 1,049,494	$ 769,066	$ 2,330,007
		FTEs	*1.0*	*5.0*	*4.0*	*11.0*	*21.0*
		Positions	*1.0*	*5.0*	*4.0*	*11.0*	*21.0*

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Director of Procurement, Warehousing, and Administrative Services	1.0	1.0	1.0	1.0	$ 116,240	$ 29,510	$ 145,750
TOTAL	**1.0**	**1.0**	**1.0**	**1.0**	**$ 116,240**	**$ 29,510**	**$ 145,750**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Administrative Services Supervisor	1.0	1.0	1.0	1.0	$ 53,918	$ 17,718	$ 71,636
Administrative Specialist II	3.0	3.0	3.0	3.0	107,366	34,645	142,011
Clerical Assistant	1.0	1.0	1.0	1.0	34,604	12,682	47,286
SUBTOTAL	5.0	5.0	5.0	5.0	195,888	65,045	260,933
Safety & Attendance					1,600	123	1,723
Overtime					2,000	154	2,154
TOTAL	**5.0**	**5.0**	**5.0**	**5.0**	**$ 199,488**	**$ 65,322**	**$ 264,810**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	2008 Budget Salaries	2008 Budget Benefits	2008 Budget TOTAL
Purchasing Coordinator	2.0	2.0	2.0	2.0	$ 148,730	$ 49,436	$ 198,166
Purchasing Agent	1.0	1.0	1.0	1.0	60,107	14,296	74,403
Purchasing Assistant	0.0	0.0	1.0	1.0	39,810	17,215	57,025
TOTAL	**3.0**	**3.0**	**4.0**	**4.0**	**$ 248,647**	**$ 80,947**	**$ 329,594**

2008 OPERATING BUDGET
PERSONNEL SUMMARY

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

Position Title	2007 Budget FTEs	2007 Budget Positions	2008 Budget FTEs	2008 Budget Positions	Salaries	2008 Budget Benefits	TOTAL
Assistant Manager of Inventory	1.0	1.0	1.0	1.0	$ 74,421	$ 23,492	$ 97,913
Division Assistant	0.0	0.0	1.0	1.0	35,947	19,124	55,071
Warehouse Technician II	1.0	1.0	1.0	1.0	53,228	20,641	73,869
Warehouse Technician I	5.0	5.0	6.0	6.0	291,302	100,852	392,154
Warehouse Assistant	1.0	1.0	1.0	1.0	42,265	9,286	51,551
Warehouse Courier	1.0	1.0	1.0	1.0	36,741	12,808	49,549
Administrative Specialist I *	1.0	1.0	0.0	0.0	-	-	-
SUBTOTAL	10.0	10.0	11.0	11.0	533,904	186,203	720,107
Safety & Attendance					7,700	591	8,291
Overtime					10,000	768	10,768
Uniforms						3,200	3,200
TOTAL	**10.0**	**10.0**	**11.0**	**11.0**	**$ 551,604**	**$ 190,762**	**$ 742,366**

* Position reclassified.

PIERCE TRANSIT

Bus PLUS uses smaller vehicles that are better suited to the low-density neighborhoods and rural communities they serve. Bus PLUS not only provides scheduled service along a fixed route, it also will pick up customers "by request" at non-scheduled locations that are more convenient to the individual rider. This service has been successful in introducing public transportation to areas that have not previously had service.

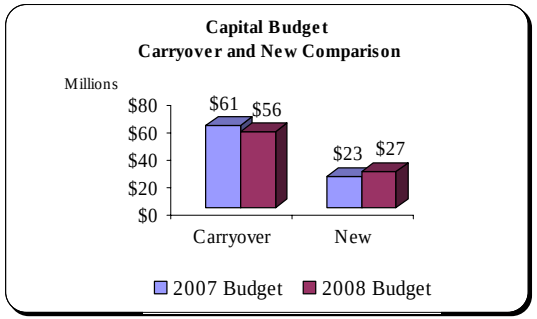
Pierce Transit BUDGET 2008

CAPITAL BUDGET

PIERCE TRANSIT

In brief:

Capital projects for 2008 are currently budgeted at $82,992,103. Approved but unspent projects are carried over to the following budget year. The 2008 budget contains approximately $56 million of prior year budgeted funds (carryover) the majority of which is for the Mobile Communications project at $22.3 million and Peninsula Park and Ride at $12.7 million. Expenditures are supported by $23 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.



The Capital budget presents the revenue and expenditures associated with capital development and acquisition. It is separated into five categories which include Revenue Vehicles, Base Facilities, Passenger Facilities, Technology, and Other. These categories are presented in the pages following and include distinctions that are important to the Agency such as identifying whether a project is *replacement* of an existing system or piece of equipment, or *expansion*. Expansion projects include acquisition of new systems or equipment that, if not brand new, represents a replacement that is not like for like. Capital items are distinguished from operating items due to their value (greater than $5,000) and projected useful life (longer than one year).

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

The following pages include budget and project information by category for the six-year planning horizon. Information about priorities and objectives is included, as well as category highlights, budget overview, major changes from 2007 budget, sources of funding, and operating budget impact. Lists also show the total 2008 capital projects and the projects sorted by replacement and expansion for the six-year planning period.

2008 CAPITAL BUDGET
INTRODUCTION

The 2008 Capital Budget is responsive to voter's direction and is comprised of the following categories:

Revenue – 11%
Provide customers a comfortable and reliable mode of transportation

Passenger Facilities – 31%
Serve as the front door to the transit system

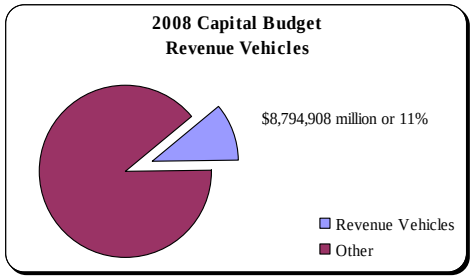
Base Facilities – 21%
Support the growth of the agency

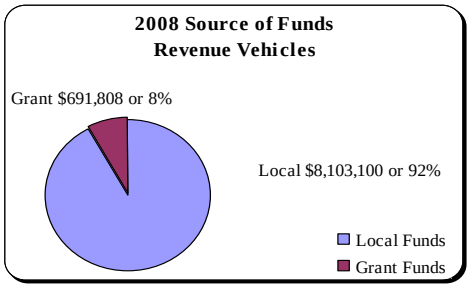
Technology – 31%
Improve information and services to the public

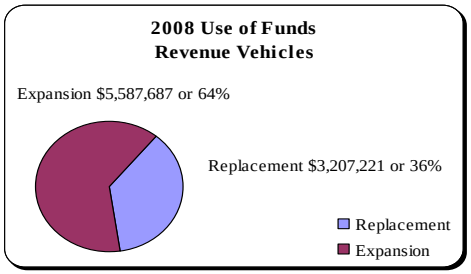
Other – 6%
Maintain equipment

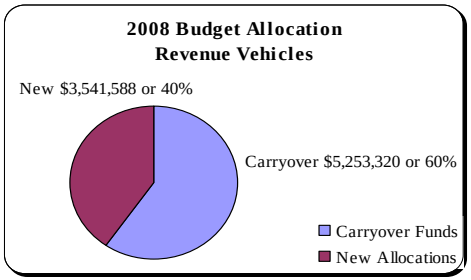
	Carryover	New	Total
Revenue Vehicles			
Buses - 11 expansion, Bus PLUS - 5 replacement	$ 5,253,320	$ 3,541,588	$ 8,794,908
Vanpool Vans - 20 replacement, 10 expansion			
Shuttle Vehicles - 28 replacement, 1 expansion			
Passenger Facilities			
Parkland Transit Center, Peninsula Park and Ride Project,	14,553,134	11,301,571	25,854,705
Study of Tacoma Community College Transit Center			
Base Facilities			
Incremental expansion to existing base to increase capacity and	10,600,575	7,001,368	17,601,943
efficiency including reconfiguration of base parking and circulation,			
and safety improvements			
Technology			
Mobile Communications System, Regional Fare Integration and	25,303,533	610,872	25,914,405
Facility Condition Assessment			
Other			
Support Vehicles, Administrative and Maintenance Equipment,	649,235	4,176,907	4,826,142
Downtown Tacoma Signal Priority Project			
	$ 56,359,797	$ 26,632,306	$ 82,992,103

In brief:









Introduction: Revenue Vehicles

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

Pierce Transit currently operates a fleet of 184 buses, 100 Specialized Transportation (SHUTTLE) vehicles, 20 BusPLUS vehicles, and 310 vanpool vans. Revenue vehicles are replaced on a regular cycle. The replacement schedule meets or exceeds Federal Transit Administration requirements that a vehicle not be taken out of service prior to the completion of its useful life.

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

The current fleet of 184 buses (excludes Sound Transit vehicles) is powered by compressed natural gas (CNG). Buses are replaced on a regular schedule that varies somewhat based on the age of the CNG tank. Newer CNG tanks have a longer useful life than older tanks. With recent purchases, the average age of the Pierce Transit fleet is 5.5 years.

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

Beginning in 2003, Pierce Transit initiated a new service category that combines features of fixed route services with the ability to serve persons with specialized transportation needs. BusPLUS is designed to serve neighborhoods that do not have the population densities needed to support fixed route services. This service was initially provided using older SHUTTLE vehicles that were painted and outfitted for this new hybrid type of service. Ten new BusPLUS vehicles were delivered in 2005.

Pierce Transit's SHUTTLE program provides transportation to individuals who, due to a disability, are unable to use, or need assistance to access, fixed route bus services. SHUTTLE has eligibility standards and service characteristics designed to meet the complementary paratransit requirements of the Americans with Disabilities Act (ADA). Using lift equipped vans, SHUTTLE provides a door-to-door service that is comparable to fixed route service in a geographic area and hours of service within each area.

The vanpool program complements Pierce Transit's network of local and express services, providing commute alternatives to many destinations that cannot be effectively served by fixed route services. A vanpool is a group of 5 to 15 people sharing a ride in a 7, 8, 12, or 15-passenger van. The vanpool program also administers a special use van program which provides vehicles to local communities and organizations as a way of meeting their specialized transportation needs.

Priorities and Objectives

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

As demand for our service grows, and growth throughout Pierce County creates unprecedented levels of traffic congestion and travel delays, Pierce Transit will expand the number of vehicles in our fleet to meet improvements in schedule, maintenance and recovery time for our vehicle network.

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

Highlights

Fixed-route Buses: In 2007, Pierce Transit ordered eleven expansion buses for delivery in 2008. This purchase supports the service and schedule reliability improvements that will be implemented over the next several years.

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

	2008	2009	2010	2011	2012	2013
Replacement Buses	0	0	15	30	15	21
Expansion Buses	0	0	0	15	0	0

SHUTTLE Vehicles: In 2008, Pierce Transit will replace twenty-eight SHUTTLE vehicles. Expansion vehicles are anticipated as the demand for SHUTTLE service increases and new fixed routes are introduced.

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

	2008	2009	2010	2011	2012	2013
Replacement Vehicles	28	26	24	0	36	14
Expansion Vehicles	1	1	1	1	1	1

BusPLUS Vehicles: Ten new BusPLUS vehicles were delivered in 2005. Replacement of this fleet begins with five vehicles in 2008, and continues at the rate of five per year through 2013. No expansion is planned at this time.

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

	2008	2009	2010	2011	2012	2013
Replacement Vehicles	5	5	5	5	5	5
Expansion Vehicles	0	0	0	0	0	0

Vanpool Vans: The major focus for vanpool expenditures for the next six years is the replacement of existing vans. Vanpool vans are replaced on a six-year cycle. Expansion of the vanpool program is being constrained to 10 vehicles per year due to funding limitations increasing to 15 vehicles per year in 2011.

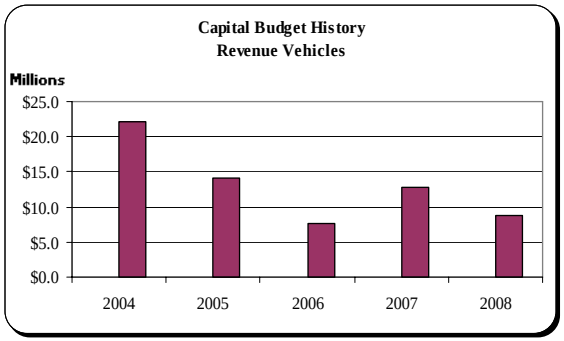
Planned Vanpool Orders

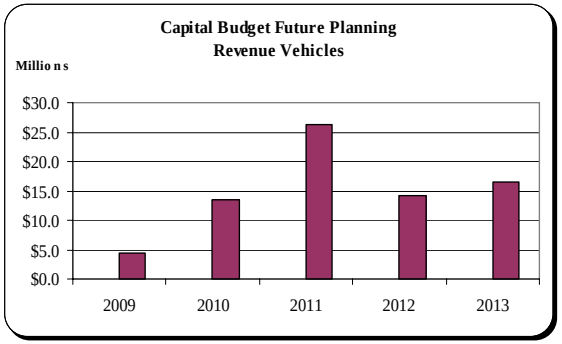
	2008	2009	2010	2011	2012	2013
Replacement Vans	10	64	59	59	44	64
Expansion Vans	10	10	10	15	15	15

Budget Overview

The budget for revenue vehicles for 2008 is $8,794,908 and accounts for approximately 11% of the total Capital Budget.

Sixty percent or $5.2 million of the budget results from unspent funds carried over from the prior fiscal year. As a matter of policy, Pierce Transit budgets funds in the year in which the Agency anticipates entering a contract for service or acquisition. This generally results in funds that carryover since most revenue vehicles must be ordered 12-18 months before delivery. Forty percent or $3.5 million of the 2008 budget reflects new budget allocations for orders in 2008.





Sixty-four percent or $5.5 million of the budget in this category will be spent for expansion vehicles, or those vehicles that will support service expansion. The remaining thirty-six percent or $3.2 million will go to the replacement of existing vehicles that have reached the end of their useful life.

Major Changes from 2007 Budget

There are no major changes from the 2007 budget in the area of bus purchases.

The SHUTTLE program will experience no changes in the plan for replacement vehicles. However, the request for expansion vehicles in the 2008 – 2013 Six-Year Plan has increased by six vehicles total and the order numbers for each year have been revised so that the Agency is purchasing fewer vehicles over more years. This will reduce stress on the base facility as we make room to park and service additional vehicles.

BusPLUS vehicle numbers have increased from replacing 17 over the out years to five per year. Experience is showing more mileage on the vans than originally predicted, thus, changing replacement plans. There is no planned expansion at this time.

The major focus of the Vanpool program continues to be replacement of aging vans. The major change to replacement is that the number of vehicles to be purchased each year has been smoothed out so there are fewer large peaks in numbers to help with space constraints on the base facility. There was no change to the expansion program.

Sources of Funding

It is anticipated that grant funds from the Federal Transit Administration and the Washington State Department of Transportation (WSDOT) will be used for eight percent or nearly $692,000 of the 2008 Budget. The majority of the funding, 92% or $8.1 million will come from local capital reserves.

Operating Budget Impact

There are no new operating costs or FTEs proposed for 2008. Replacing vehicles on schedule results in containment of costs due to lower cost of maintaining newer vehicles and the technological advances found in new vehicles which provide greater fuel efficiency and generate less carbon emission. Labor costs are contained for breakdowns, allowing available labor hours to be spread across a greater number of vehicles thus increasing efficiency and requiring fewer FTEs.

Revenue Vehicles
Budgeted Source and Use of Funds

SOURCE OF FUNDS	2008 Project Number	Carryover	2008	2009	2010	2011	2012	2013	Total
Replacement and Expansion									
Federal Grants									
CMAQ - 2008 Flex Funds Countywide									
Vanpool Replacement	271	$ -	$ 431,808	$ -	$ -	$ -	$ -	$ -	$ 431,808
Federal Grants		$ -	$ 431,808	$ -	$ -	$ -	$ -	$ -	$ 431,808
State Grants									
WSDOT Vanpool Investment Program									
Vanpool Expansion	276	$ -	$ 260,000	$ 260,000	$ 260,000	$ 390,000	$ 390,000	$ 390,000	$ 1,950,000
State Grants		$ -	$ 260,000	$ 260,000	$ 260,000	$ 390,000	$ 390,000	$ 390,000	$ 1,950,000
Local/Capital Reserves									
Bus Expansion	236	$ 5,253,320	$ -	$ -	$ -	$ 7,833,150	$ -	$ -	$ 13,086,470
Bus Replacement	-	-	-	-	7,832,000	16,117,000	8,604,000	12,507,000	45,060,000
SHUTTLE Expansion	278	-	74,367	75,863	78,137	80,481	82,896	82,896	474,640
SHUTTLE Replacement	272	-	2,256,288	2,115,273	2,050,176	-	3,390,486	1,384,452	11,196,675
BusPLUS Expansion	-	-	-	-	-	-	-	-	-
BusPLUS Replacement	273	-	451,733	460,156	483,170	507,328	533,195	559,330	2,994,912
Vanpool Replacement	271	-	67,392	1,582,080	2,832,000	1,458,480	1,087,680	1,582,080	8,609,712
Local/Capital Reserves		$ 5,253,320	$ 2,849,780	$ 4,233,372	$ 13,275,483	$ 25,996,439	$ 13,698,257	$ 16,115,758	$ 81,422,409
Total Source of Funds		$ 5,253,320	$ 3,541,588	$ 4,493,372	$ 13,535,483	$ 26,386,439	$ 14,088,257	$ 16,505,758	$ 83,804,217

USE OF FUNDS		Carryover	2008	2009	2010	2011	2012	2013	Total
Replacement									
Bus	-	$ -	$ -	$ -	$ 7,832,000	$ 16,117,000	$ 8,604,000	$ 12,507,000	$ 45,060,000
SHUTTLE	272	-	2,256,288	2,115,273	2,050,176	-	3,390,486	1,384,452	11,196,675
BusPLUS	273	-	451,733	460,156	483,170	507,328	533,195	559,330	2,994,912
Vanpool	271	-	499,200	1,582,080	2,832,000	1,458,480	1,087,680	1,582,080	9,041,520
Replacement		$ -	$ 3,207,221	$ 4,157,509	$ 13,197,346	$ 18,082,808	$ 13,615,361	$ 16,032,862	$ 68,293,107
Expansion									
Bus	236	$ 5,253,320	$ -	$ -	$ -	$ 7,833,150	$ -	$ -	$ 13,086,470
SHUTTLE	278	-	74,367	75,863	78,137	80,481	82,896	82,896	474,640
Vanpool	276	-	260,000	260,000	260,000	390,000	390,000	390,000	1,950,000
Expansion		$ 5,253,320	$ 334,367	$ 335,863	$ 338,137	$ 8,303,631	$ 472,896	$ 472,896	$ 15,511,110
Total Use of Funds		$ 5,253,320	$ 3,541,588	$ 4,493,372	$ 13,535,483	$ 26,386,439	$ 14,088,257	$ 16,505,758	$ 83,804,217

Revenue Vehicles
2008 Project Information

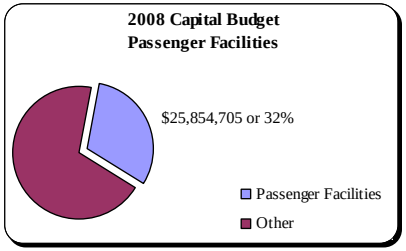
Replacement

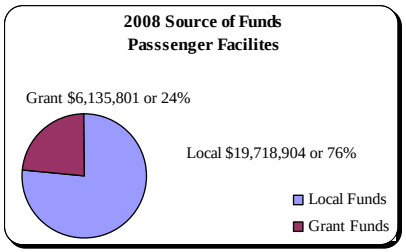
Project	Project Number	Division	2008 Budget	Estimated Completion	Type of Project	Description
SHUTTLE	272	Maintenance Automotive	$ 2,256,288	12/31/2008	Acquisition	Purchase 28 vehicles to maintain current replacement plan of 5 years or 150,000 miles (whichever occurs first).
BusPLUS	273	Maintenance Automotive	451,733	12/31/2008	Acquisition	Purchase 5 vehicles to maintain current replacement plan of 5 years or 150,000 miles (whichever occurs first).
Vanpool	271	Maintenance Automotive	499,200	12/31/2008	Acquisition	Purchase 10 vehicles to maintain current replacement plan of 6 years or 100,000 miles (whichever occurs first).
			$ 3,207,221			

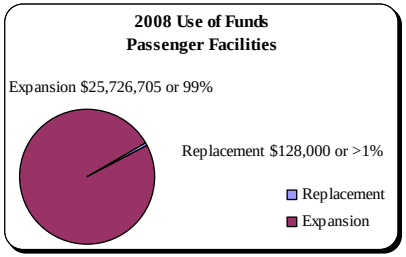
Expansion

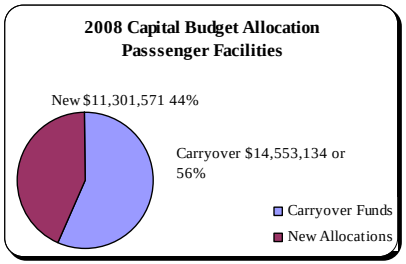
Project	Project Number	Division	2008 Budget	Estimated Completion	Type of Project	Description
Bus Purchase	236	Maintenance Bus	$ 5,253,320	12/31/2008	Acquisition	Take delivery of 11 forty-foot buses ordered in 2007.
Vanpool	276	Maintenance Automotive	260,000	12/31/2008	Acquisition	Purchase 10 vehicles to keep pace with growing vanpool patronage.
SHUTTLE	278	Maintenance Automotive	74,367	12/31/2008	Acquisition	Purchase 1 vehicle to allow for growth from schedule reliability improvements to be made in 2008.
			$ 5,587,687			

In brief:









Introduction: Passenger Facilities

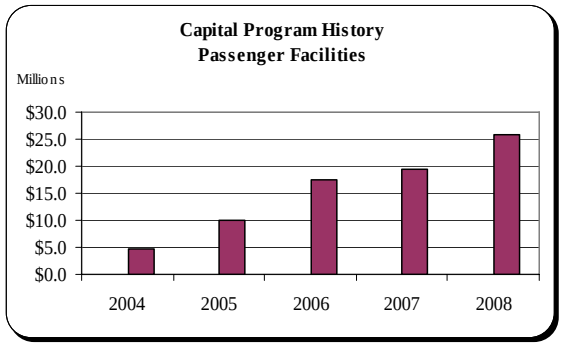
Pierce Transit operates a network of six transit centers, where several routes connect with conveniently coordinated transfer opportunities. Each facility offers sheltered waiting areas, and most are located near a major community activity center. The Commerce Connections facility in Downtown Tacoma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

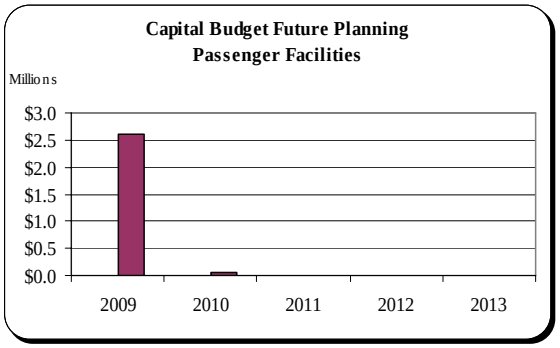
Pierce Transit also operates a network of park and ride facilities that are located throughout Pierce County. At year's end there were 5,856 parking spaces provided, a majority at facilities owned and operated by the Agency. On average, about 79% of the county's park and ride capacity is occupied on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

The 2008 budget includes projects to update and maintain passenger facilities. Improvements include new amenities, increasing shelter areas, improving bus loading areas and pedestrian access. One new park and ride facility to be located on the Gig Harbor Peninsula is included in the 2008 budget. The need for this project was anticipated in the environmental work for the second Tacoma Narrows Bridge which opened in 2007. The Peninsula Park and Ride will have a positive impact on the efficiency and capacity of the new Tacoma Narrows Bridge.

Priorities and Objectives

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





Highlights

Peninsula Park and Ride: The Peninsula Park and Ride is located on the west side of SR-16, south of Wollochet Drive on the Gig Harbor Peninsula. The overall project will include a park and ride lot accommodating up to 500 vehicles. An in-line station will be constructed in the median of SR-16, which will be connected to the both the new park and ride and the existing Kimball Park and Ride facility with a pedestrian bridge. The in-line station will rise from the HOV lanes and the project will necessarily involve modifications to SR-16 in the immediate vicinity. The project will support increased fixed route bus and vanpool ridership on the Gig Harbor Peninsula. It will help reduce congestion and will increase the people carrying capacity of the new Tacoma Narrows Bridge. It will have a beneficial impact on air quality. Additionally, the project will support planning goals of the City of Gig Harbor and Pierce County, especially in linking communities on both sides of SR-16 with the new pedestrian bridge.

Parkland Transit Center: The Parkland Transit Center will be refurbished, providing new amenities, increasing the shelter area, increasing the bus loading area (including facilities that allow on-street boarding along Pacific Avenue) and improving pedestrian access.

Budget Overview

The budget for passenger facilities for 2008 is $25,854,705 and accounts for approximately 31% of the total Capital Budget.

Fifty-sixty percent or $14.5 million of the budget results from unspent funds carried over from the prior fiscal year. As a matter of policy, Pierce Transit budgets funds in the year in which the Agency anticipates entering a contract for service or acquisition. The other $11.3 million or 44% is new funding primarily for the Peninsula Park and Ride.

Nearly all of the $25.7 million or 99% of the budget in this category will be spent to increase capacity of the base facilities. The remaining amount of $128, 000 or less than one percent will go to replacement or remodel of existing facilities.

Major Changes from 2007 Budget

The 2008 budget contains one major change from the 2007 – 2012 Six-Year Plan. The previous plan included development of three new park and ride facilities within the six year horizon. In 2008, the Agency updated the plans to include possible land acquisition for one park and ride facility as the result of a study that was conducted in 2007 and changing economic conditions.

Sources of Funding

The majority of the funding for base facilities projects for 2008, $19.7 million or 76%, comes from local funds. Approximately $6 million or 24% is planned from federal sources through the Federal Transit Administration, as well as State funding through the Office of Regional Mobility.

Operating Budget Impact

There are no planned operating cost increases as a result of the passenger facilities projects in 2008 as the significant projects are in the design and property acquisition stages.

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

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

Passenger Facilities
Budgeted Source and Use of Funds

SOURCE OF FUNDS	2008 Project Number	Carryover	2008	2009	2010	2011	2012	2013	Total
Replacement and Expansion									
Federal Grants									
CMAQ - 2008 Flex Funds Countywide									
Peninsula Park & Ride Phase I	171	$ 1,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,000,000
5307 Formula									
Parkland Transit Center	170	635,801	-	-	-	-	-	-	635,801
Federal Grants		$ 1,635,801	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,635,801
State Grants									
Regional Mobility									
Peninsula Park & Ride Phase I	171	$ -	$ 2,000,000	$ -	$ -	$ -	$ -	$ -	$ 2,000,000
Peninsula Park & Ride Phase II	249	-	2,500,000	-	-	-	-	-	2,500,000
State Grants		$ -	$ 4,500,000	$ -	$ -	$ -	$ -	$ -	$ 4,500,000
Local/Capital Reserves									
Peninsula Park & Ride Phase I	171	$ 10,415,719	$ 1,088,132	$ -	$ -	$ -	$ -	$ -	$ 11,503,851
Peninsula Park & Ride Phase II	249	1,327,704	5,635,439	-	-	-	-	-	6,963,143
Tacoma Comm. College Transit Ctr. Study	280	-	78,000	-	-	-	-	-	78,000
Commerce Street Facility Improvements	234	50,000	-	-	-	-	-	-	50,000
121st Street Improvements	176	125,000	-	-	-	-	-	-	125,000
Parkland Transit Center	170	158,950	-	-	-	-	-	-	158,950
Passenger Facility Renovation Project	174	839,960	-	-	-	-	-	-	839,960
Super Stops	-	-	-	5,720	69,010	-	-	-	74,730
New Park and Ride Land Acquisition (TBA)	-	-	-	2,600,000	-	-	-	-	2,600,000
Local/Capital Reserves		$ 12,917,333	$ 6,801,571	$ 2,605,720	$ 69,010	$ -	$ -	$ -	$ 22,393,634
Total Source of Funds		$ 14,553,134	$ 11,301,571	$ 2,605,720	$ 69,010	$ -	$ -	$ -	$ 28,529,435

USE OF FUNDS	2008 Project Number	Carryover	2008	2009	2010	2011	2012	2013	Total
Replacement									
Commerce Street Facility Improvements	234	$ 50,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 50,000
Tacoma Comm. College Transit Ctr. Study	280	-	78,000	-	-	-	-	-	78,000
Replacement		$ 50,000	$ 78,000	$ -	$ -	$ -	$ -	$ -	$ 128,000
Expansion									
121st Street Improvements	176	$ 125,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 125,000
New Park and Ride Land Acquisition (TBA)	-	-	-	2,600,000	-	-	-	-	2,600,000
Parkland Transit Center	170	794,751	-	-	-	-	-	-	794,751
Passenger Facility Renovation Project	174	839,960	-	-	-	-	-	-	839,960
Peninsula Park & Ride Phase I	171	11,415,719	3,088,132	-	-	-	-	-	14,503,851
Peninsula Park & Ride Phase II	249	1,327,704	8,135,439	-	-	-	-	-	9,463,143
Super Stops	-	-	-	5,720	69,010	-	-	-	74,730
Expansion		$ 14,503,134	$ 11,223,571	$ 2,605,720	$ 69,010	$ -	$ -	$ -	$ 28,401,435
Total Use of Funds		$ 14,553,134	$ 11,301,571	$ 2,605,720	$ 69,010	$ -	$ -	$ -	$ 28,529,435

Passenger Facilities
2008 Project Information

Replacement

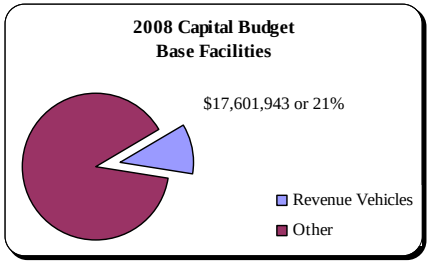
Project	Project Number	Division	2008 Budget	Estimated Completion	Type of Project	Description
Commerce Street Facility Improvements	234	Facilities Management	$ 50,000	12/31/2008	Construction	Replace lights and light controls, and upgrade electrical network.
Tacoma Comm. College Transit Ctr. Study	280	Capital Facilities & Construction Projects	78,000	12/31/2008	Planning	Conduct a study of the current location of the transit center and alternative locations. The lease for the transit center will expire in 2013.
			$ 128,000			

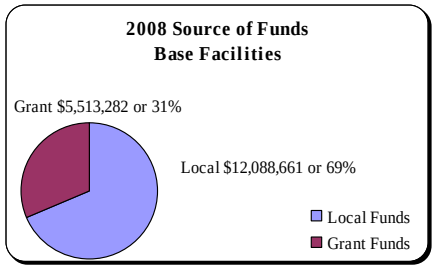
Expansion

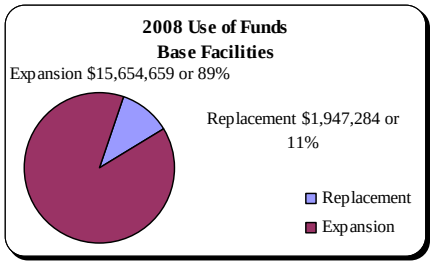
Project	Project Number	Division	2008 Budget	Estimated Completion	Type of Project	Description
121st Street Improvements	176	Capital Facilities & Construction Projects	$ 125,000	12/31/2008	Construction	Design and construct pedestrian improvements to 121st Street between SR-7 and C Street, in the area of the Parkland Transit Center. Improvements include sidewalks, bike lanes and pedestrian lighting along with associated drainage facilities (curb, gutter, storm water management).
Parkland Transit Center	170	Capital Facilities & Construction Projects	794,751	12/31/2008	Construction	Design and construct improvements to pedestrian access, bus access, transit island, passenger shelters, security, lighting and signage.
Passenger Facility Renovation Project	174	Capital Facilities & Construction Projects	839,960	12/31/2008	Construction	Make improvements to transit centers including removal of overgrown trees, replace damaged paving on platforms, install ADA-compliant tree grates to replace stepping stone in tree wells. Replant trees, remove paving bricks on platforms and replace with concrete, repair settled and loose paving bricks and curbs.
Peninsula Park & Ride Phase I	171	Capital Facilities & Construction Projects	14,503,851	To Be Determined	Construction	Design and construct new park and ride facility including parking stall and pedestrian bridge access.
Peninsula Park & Ride Phase II	249	Capital Facilities & Construction Projects	9,463,143	To Be Determined	Construction	Design, environmental documentation, and construction of an express bus in-line station in the median of SR-16.
			$ 25,726,705			

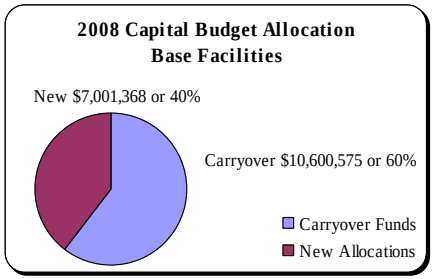
PIERCE TRANSIT

In brief:









Introduction: Base Facilities

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

The main site, identified as North Base or Main base, is a 19.3 acre site that houses most of the Agency's maintenance and operations functions. It includes a 42,000 square-foot administrative building that houses the majority of Pierce Transit's office functions and the operations dispatch function. The maintenance buildings on the west and north end of the site provide bus and automotive maintenance space, office space, and a fuel and wash facility. Although relatively new by industry standards (constructed in the mid-1980s), the existing Pierce Transit facilities are at or above capacity and struggle to accommodate current demands. The facilities are facing substantial added pressure from the anticipated growth in Pierce Transit service levels, as well as the Sound Transit's fleet and services, a portion of which Pierce Transit operates from its facilities.

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

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

The Pierce Transit Base Capacity Improvement Master Plan 2006-2015 was developed during 2006 with City of Lakewood approval December 2006. This plan will be updated in 2008 based on an in-depth needs assessment to ensure that any capital investment in the base serves the Agency into the future. This plan will guide the Agency in addressing capacity issues while remaining compact.

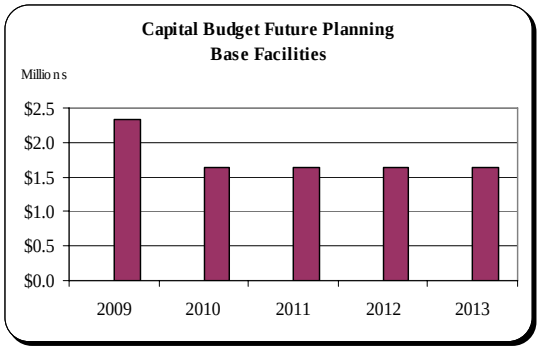
Priorities and Objectives

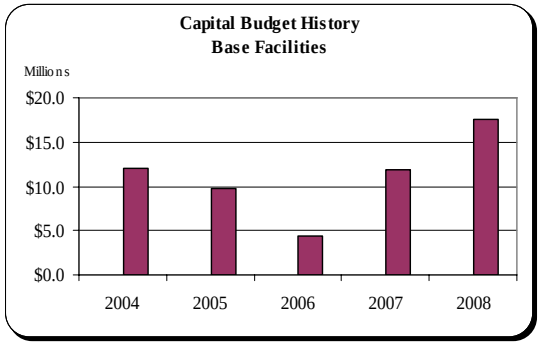
The guiding objective for the Base Facilities Capital Budget is providing and maintaining facilities that are adequate to ensure efficient, economic day-to-day operation of providing service to our patrons across all modes of service.

Highlights

Physical Security Enhancements: Two projects are planned for 2008. The first is continuation of the installation of limited access card readers that began in 2007 for the maintenance facilities on the Main Base. Limited access is a system that uses employee identification badges to gain access to designated areas. The second project provides the purchase and installation of closed circuit television cameras at various locations that have been identified in need of this level of security. The signal from these cameras will be transmitted to a single location to provide for live viewing by on-duty security.

Base Capacity: Incremental expansion to base facilities is being undertaken for a variety of projects. Most of the projects are a continuation of work carried over from the 2007 budget. Improvements include such work as the reconfiguration of parking and circulation on the base, as well as improvements to visitor parking, and the installation of high speed gates. Additional funds are earmarked for expansion of the administration building and construction of a new automotive facility.





Budget Overview

The budget for base facilities for 2008 is $17,601,943 and accounts for approximately 21% of the total Capital Budget.

Sixty percent or $10.6 million of the budget results from unspent funds carried over from the prior fiscal year. As a matter of policy, Pierce Transit budgets funds in the year in which the Agency anticipates entering a contract for service or acquisition. The other $7 million or 40% is new funding primarily for the construction phase of the planned automotive facility.

Eighty-nine percent or $15.6 million of the budget in this category will be spent to increase capacity of the base facilities. The remaining eleven percent or $1.9 million will go to replacement or remodel of existing facilities.

Major Changes from 2007 Budget

There is very little difference between the 2007 and 2008 budget. In 2008 the Agency incremented the values for ongoing projects to keep pace with rising construction costs.

Sources of Funding

The majority of the funding for base facilities projects for 2008, $12 million or 69%, comes from local funds. Approximately $5.5 million or 31% is planned from Sound Transit participation in the base expansion projects, and federal funding from the Transit Security Grant Program through Homeland Security.

Operating Budget Impact

There are no planned operating cost increases as a result of the base facilities projects in 2008 as the significant projects are in the planning/review stage.

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

- $1 million in maintenance equipment, telecommunications, information technology, utilities, and supplies for the first year of the proposed automotive facility.

- $50,000 per year, or $300,000 for six years, for ongoing maintenance and operating costs such as heating for auto bays, electricity, janitorial services, refuse, sewer and water for the proposed automotive facility.

- One to one and a half new FTE maintenance/custodian positions for a six year total of $700,000 for expanded base facilities.

Base Facilities
Budgeted Source and Use of Funds

SOURCE OF FUNDS	2008 Project Number	Carryover	2008	2009	2010	2011	2012	2013	Total
Replacement and Expansion									
Federal Grants									
Transit Security Grant Program (Homeland Security)									
Physical Security Enhanc.-CCTV	260	$ -	$ 204,756	$ -	$ -	$ -	$ -	$ -	$ 204,756
Federal Grants		$ -	$ 204,756	$ -	$ -	$ -	$ -	$ -	$ 204,756
Other Grants									
Sound Transit									
Building 4 Expansion	167	$ 1,039,655	$ 1,768,423	$ -	$ -	$ -	$ -	$ -	$ 2,808,078
100th Street Driveway, Gate & Frontage	216	-	200,231	-	-	-	-	-	200,231
South Base Capacity	217	254,326	230,440	-	-	-	-	-	484,766
Main Base Capacity	218	369,508	178,621	-	-	-	-	-	548,129
96th Street Frontage & Gate	219	149,713	-	-	-	-	-	-	149,713
Auto Facility Expansion	251	-	1,042,610	-	-	-	-	-	1,042,610
Pierce County Department of Emergency Mgmt									
Physical Security Enhanc.-CCTV	260	-	75,000	-	-	-	-	-	75,000
Other Grants		$ 1,813,202	$ 3,495,324	$ -	$ -	$ -	$ -	$ -	$ 5,308,526
Local/Capital Reserves									
100th Street Driveway, Gate & Frontage	216	$ 45,455	$ 421,750	$ -	$ -	$ -	$ -	$ -	$ 467,205
96th Street Frontage & Gate	219	349,331	-	-	-	-	-	-	349,331
Auto Facility Expansion	251	475,365	1,957,390	-	-	-	-	-	$ 2,432,755
Building 1 Improvements	235	158,000	-	-	-	-	-	-	158,000
Building 1 Locker Room	281	-	170,000	-	-	-	-	-	170,000
Building 4 Expansion	167	4,286,807	-	-	-	-	-	-	4,286,807
Bus Wash Replacement	232	449,832	-	-	-	-	-	-	449,832
CNG Filter System	283	-	15,600	-	-	-	-	-	15,600
Main Base Capacity	218	1,278,969	-	-	-	-	-	-	1,278,969
Main Base Auto Bay Remodel	-	-	-	516,501	-	-	-	-	516,501
Paint Booth Personnel Lift	239	40,000	-	-	-	-	-	-	40,000
Physical Security Enhanc.-Bldgs 1 & 2 Ltd Access	230	-	41,600	-	-	-	-	-	41,600
Physical Security Enhanc.-CCTV	260	-	51,189	169,690	-	-	-	-	220,879
Replace Underground Bus Shop Hoists	233	572,492	596,960	-	-	-	-	-	1,169,452
South Base Capacity	217	1,131,122	-	-	-	-	-	-	1,131,122
Unleaded Fuel Vapor Recovery System	282	-	46,800	-	-	-	-	-	46,800
Unprogrammed Base Facilities (future growth)	-	-	-	1,641,460	1,641,460	1,641,460	1,641,460	1,641,460	8,207,300
Local/Capital Reserves		$ 8,787,373	$ 3,301,289	$ 2,327,651	$ 1,641,460	$ 1,641,460	$ 1,641,460	$ 1,641,460	$ 20,982,153
Total Source of Funds		$ 10,600,575	$ 7,001,368	$ 2,327,651	$ 1,641,460	$ 1,641,460	$ 1,641,460	$ 1,641,460	$ 26,495,435

Base Facilities
Budgeted Source and Use of Funds

USE OF FUNDS	2008 Project Number	Carryover	2008	2009	2010	2011	2012	2013	Total
Replacement									
Bus Wash Replacement	232	$ 449,832	$ -	$ -	$ -	$ -	$ -	$ -	$ 449,832
Replace Underground Bus Shop Hoists	233	572,492	596,960	-	-	-	-	-	1,169,452
Building 1 Improvements	235	158,000	-	-	-	-	-	-	158,000
Building 1 Locker Room	281	-	170,000	-	-	-	-	-	170,000
Replacement		$ 1,180,324	$ 766,960	$ -	$ -	$ -	$ -	$ -	$ 1,947,284
Expansion									
Physical Security Enhanc.-Bldgs 1 & 2 Ltd Access	230	$ -	$ 41,600	$ -	$ -	$ -	$ -	$ -	$ 41,600
Physical Security Enhanc.-CCTV	260	-	330,945	169,690	-	-	-	-	500,635
Paint Booth Personnel Lift	239	40,000	-	-	-	-	-	-	40,000
Building 4 Expansion	167	5,326,462	1,768,422	-	-	-	-	-	7,094,884
100th Street Driveway, Gate & Frontage	216	45,455	621,980	-	-	-	-	-	667,435
South Base Capacity	217	1,385,448	230,440	-	-	-	-	-	1,615,888
Main Base Capacity	218	1,648,477	178,621	-	-	-	-	-	1,827,098
96th Street Frontage & Gate	219	499,044	-	-	-	-	-	-	499,044
Auto Facility Expansion	251	475,365	3,000,000	-	-	-	-	-	3,475,365
Main Base Auto Bay Remodel	-	-	-	516,501	-	-	-	-	516,501
Unleaded Fuel Vapor Recovery System	282	-	46,800	-	-	-	-	-	46,800
CNG Filter System	283	-	15,600	-	-	-	-	-	15,600
Unprogrammed Base Facilities (future growth)	-	-	-	1,641,460	1,641,460	1,641,460	1,641,460	1,641,460	8,207,300
Expansion		$ 9,420,251	$ 6,234,408	$ 2,327,651	$ 1,641,460	$ 1,641,460	$ 1,641,460	$ 1,641,460	$ 24,548,150
Total Use of Funds		$ 10,600,575	$ 7,001,368	$ 2,327,651	$ 1,641,460	$ 1,641,460	$ 1,641,460	$ 1,641,460	$ 26,495,434

Base Facilities
2008 Project Information

Replacement

Project	Project Number	Division	2008 Budget	Estimated Completion	Type of Project	Description
Bus Wash Replacement	232	Facilities Management	$ 449,832	12/31/2008	Construction	Remove and dispose of existing bus wash system, including water recovery above ground storage tank. Install new system in existing space.
Replace Underground Bus Shop Hoists	233	Facilities Management	1,169,452	12/31/2008	Acquisition	Remove existing hoists, cap and abandon piping. Remodel existing bays to accept new hoists. Pour new pits that will be shallower but wider. The new hoists are scissor lift units that can be adjusted to lift each size bus, 30 to 45 feet.
Building 1 Improvements	235	Facilities Management	158,000	12/31/2008	Construction	Add improvements to the maintenance building that improves safety and efficiency that include upgrading fire door controllers, timecard system, inspection pits, and awnings.
Building 1 Locker Room	281	Facilities Management	170,000	12/31/2008	Construction	Remodel the existing locker room in the maintenance building. Improvements include additional lockers, painted walls, new flooring and shower fixtures, new lighting and ceiling panels.
			$ 1,947,284			

Expansion

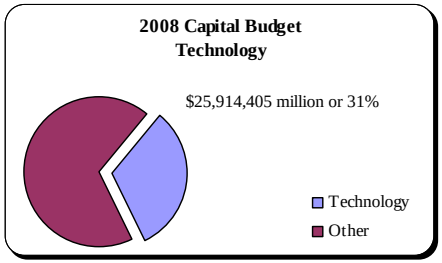
Project	Project Number	Division	2008 Budget	Estimated Completion	Type of Project	Description
Physical Security Enhanc.-Bldgs 1 & 2 Ltd Access	230	Transit Public Safety	$ 41,600	12/31/2008	Acquisition	Install limited access card readers in the maintenance buildings. This is phase two of the installation that began in 2007. Additional doors have been identified to be equipped with readers.
Physical Security Enhanc.-CCTV	260	Transit Public Safety	330,945	12/31/2008	Acquisition	Purchase and install closed circuit television cameras at locations that have been identified in need of this level of security.
Paint Booth Personnel Lift	239	Maintenance Bus	40,000	12/31/2008	Acquisition	Install air powered paint booth personnel lift in one paint booth to allow for continuous preparation, paint, and finishing work.
Building 4 Expansion	167	Capital Facilities & Construction Projects	7,094,884	To Be Determined	Construction	Expand and remodel the existing administration building to address unmet space needs and adjacencies for staff.

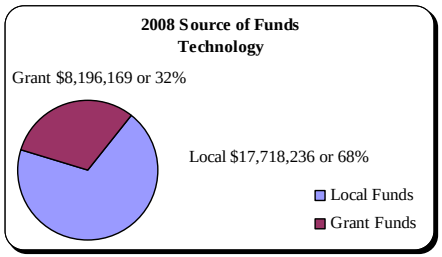
Base Facilities
2008 Project Information

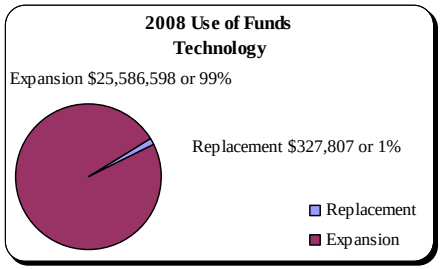
Expansion

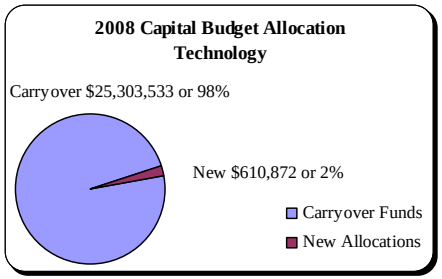
Project	Project Number	Division	2008 Budget	Estimated Completion	Type of Project	Description
100th Street Driveway, Gate & Frontage	216	Capital Facilities & Construction Projects	667,435	To Be Determined	Construction	Construct new driveway with high-speed gate and frontage improvements along 100th Street next to Pierce Transit property. Frontage improvements may include gutter, curb, sidewalk, pavement upgrade, and a retaining wall. This project needs to be complete when the new automotive facility is complete in order to receive occupancy permits for the new automotive facility.
South Base Capacity	217	Capital Facilities & Construction Projects	1,615,888	To Be Determined	Construction	Develop a new/revised storm water management facility in the southeast corner of the site to handle drainage from the entire South East site and create additional 3.8 acres of developable land. Also, clear/grade and pave a portion of the currently undeveloped pond area for additional parking.
Main Base Capacity	218	Capital Facilities & Construction Projects	1,827,098	To Be Determined	Construction	Reconfigure existing driveway and parking areas on the Main Base. Improved entrances for delivery vehicles and exits for employees will be addressed, as well as additional paving to accommodate larger/heavier vehicles.
96th Street Frontage & Gate	219	Capital Facilities & Construction Projects	499,044	To Be Determined	Construction	Construct two driveways with high-speed gates. Project components include an ingress driveway where the existing main driveway is located - off 96th Street into our Main Base and a new, second driveway that is egress only.
Auto Facility Expansion	251	Capital Facilities & Construction Projects	3,475,365	To Be Determined	Construction	Construct the South Base Automotive Facility which will address unmet space needs for automotive maintenance, required additional parking, fueling, and washing station.
Unleaded Fuel Vapor Recovery System	282	Facilities Management	46,800	12/31/2008	Construction	Purchase and install new piping to capture vapors being released and the reintroduction of these vapors to the unleaded gasoline main line. The project includes the installation of a new piping system to capture and return escaping vapors back into the system.
CNG Filter System	283	Facilities Management	15,600	12/31/2008	Acquisition	Purchase and install filter bodies and media to the delivery fuel line going into each of the CNG compressors at Building 3. Install additional filters between the compressors and the fuel pumps.
			$ 15,654,659			

In brief:









Introduction: Technology

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

Priorities and Objectives

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

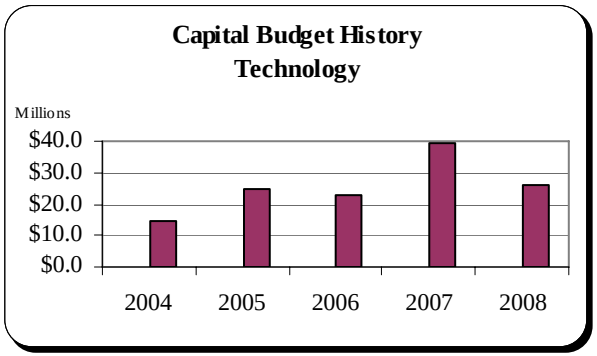
As demand for our service grows and technology advances, Pierce Transit will become increasingly high-tech dependent. The Agency recognizes the public's expectation that real time information be provided about services.

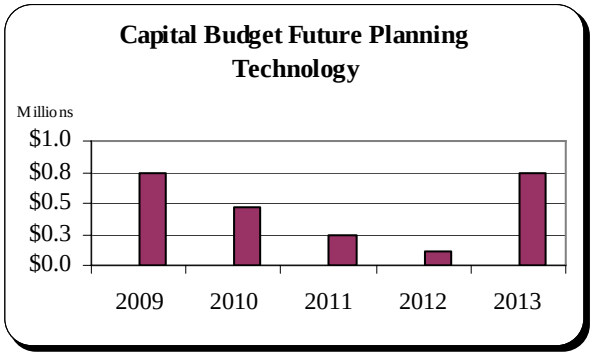
Technology must be replaced regularly to remain of value to the Agency. The Information Systems staff has conducted research to determine what standards are used in the public and private sectors to determine a reasonable lifecycle replacement plan for each type of hardware and software for Pierce Transit.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

Highlights

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

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





Budget Overview

The budget for technology projects for 2008 is $25,914,405 and accounts for approximately 31% of the total 2008 Capital Budget.

Ninety-eight percent or $25.3 million of the budget results from unspent funds carried over from the prior fiscal year. This is due almost entirely to the Mobile Communication System project. The remaining two percent or $610,872 is for new projects.

Ninety-nine percent or $25.5 million of the budget in this category will be spent for expansion, again, a direct result of the Mobile Communication System project. The remaining one percent or $327,807 will go to the routine replacement of existing equipment and information systems.

Major Changes from 2007 Budget

There are no major changes from the 2007 budget in the Technology category.

Sources of Funding

The majority of the funding for Technology projects, $17.7 million or 68% comes from local capital reserves. Grant funding in the amount of $8.2 million or 32% for 2008 is anticipated. The primary source is from Sound Transit to support a share of costs in the Mobile Communication System project, as well as funding for the Smart Card project.

Operating Budget Impact

There are no new operating costs or FTE's proposed for 2008. Replacing hardware and software on schedule helps contain maintenance costs of the systems.

Technology
Budgeted Source and Use of Funds

SOURCE OF FUNDS	2008 Project Number	Carryover	2008	2009	2010	2011	2012	2013	Total
Replacement and Expansion									
Local/Capital Reserves									
Agency Plotter Replacement	-	$ -	$ -	$ 30,900	$ -	$ -	$ -	$ -	$ 30,900
Blade Server Enclosure	266	-	41,600	41,200	-	-	-	-	82,800
Data Storage Upgrade	261	-	10,400	10,300	10,300	61,800	10,300	10,300	113,400
Disaster Recovery Mobile Communications Vehicle	-	-	-	208,000	-	-	-	-	208,000
Document Mgmt & Records Compliance System	199	250,165	-	-	-	-	-	-	250,165
Facility Condition Assessment	265	-	195,312	-	-	-	-	-	195,312
GIS Update	-	-	-	30,900	-	-	30,900	-	61,800
Hastei Sign-Out Upgrade	231	26,000	-	-	-	-	-	-	26,000
Hastus Upgrade	255	179,648	-	-	307,774	-	-	307,774	795,196
LAN Equipment Replacement	263	-	39,520	39,140	10,300	-	-	49,440	138,400
Marketing Printer & Plotter	-	-	-	-	-	66,950	-	-	66,950
Mobile Communication System	193	22,371,551	-	-	-	-	-	-	22,371,551
Network Management System	267	-	41,080	-	-	-	-	-	41,080
Reader Board	268	-	5,381	-	-	-	-	-	5,381
Regional Fare Integration - Smart Card	197	2,476,169	90,340	-	-	-	-	-	2,566,509
Server Replacement	252	-	98,239	77,902	134,588	106,814	77,902	134,588	630,033
Storage Area Network Update	-	-	-	245,889	-	-	-	245,889	491,778
Video Conferencing Update	-	-	-	62,234	-	-	-	-	62,234
Mare Test System Lab	264	-	89,000	-	-	-	-	-	89,000
Local/Capital Reserves		$ 25,303,533	$ 610,872	$ 746,465	$ 462,962	$ 235,564	$ 119,102	$ 747,991	$ 28,226,489
Total Source of Funds		$ 25,303,533	$ 610,872	$ 746,465	$ 462,962	$ 235,564	$ 119,102	$ 747,991	$ 28,226,489

Technology
Budgeted Source and Use of Funds

USE OF FUNDS	2008 Project Number	Carryover	2008	2009	2010	2011	2012	2013	Total
Replacement									
Agency Plotter	-	$ -	$ -	$ 30,900	$ -	$ -	$ -	$ -	$ 30,900
Data Storage Upgrade	261	-	10,400	10,300	10,300	61,800	10,300	10,300	113,400
GIS Update	-	-	-	30,900	-	-	30,900	-	61,800
Hastens Upgrade	255	179,648	-	-	307,774	-	-	307,774	795,196
LAN Equipment	263	-	39,520	39,140	10,300	-	-	49,440	138,400
Marketing Printer/Plotter	-	-	-	-	-	66,950	-	-	66,950
Server Replacement	262	-	98,239	77,902	134,588	106,814	77,902	134,588	630,033
Storage Area Network Update	-	-	-	245,889	-	-	-	245,889	491,778
Video Conferencing Update	-	-	-	62,234	-	-	-	-	62,234
Replacement		$ 179,648	$ 148,159	$ 497,265	$ 462,962	$ 235,564	$ 119,102	$ 747,991	$ 2,390,691
Expansion									
Blade Server Enclosure	266	$ -	$ 41,600	$ 41,200	$ -	$ -	$ -	$ -	$ 82,800
Disaster Recovery Mobile Communications Vehicle	-	-	-	208,000	-	-	-	-	208,000
Document Mgmt & Records Compliance System	199	250,165	-	-	-	-	-	-	250,165
Facility Condition Assessment	265	-	195,312	-	-	-	-	-	195,312
Haste Sign-Out Upgrade	231	26,000	-	-	-	-	-	-	26,000
Mobile Communication System	193	22,371,551	-	-	-	-	-	-	22,371,551
Network Management System	267	-	41,080	-	-	-	-	-	41,080
Reader Board	268	-	5,381	-	-	-	-	-	5,381
Regional Fare Integration - Smart Card	197	2,476,169	90,340	-	-	-	-	-	2,566,509
Mare Test System Lab	264	-	89,000	-	-	-	-	-	89,000
Expansion		$ 25,123,885	$ 462,713	$ 249,200	$ -	$ -	$ -	$ -	$ 25,835,798
Total Use of Funds		$ 25,303,533	$ 610,872	$ 746,465	$ 462,962	$ 235,564	$ 119,102	$ 747,991	$ 28,226,489

Technology
2008 Project Information

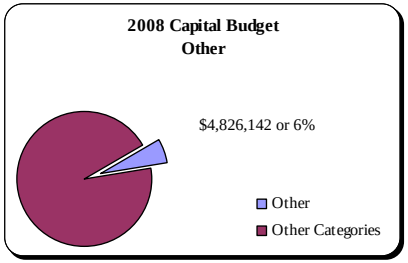
Replacement

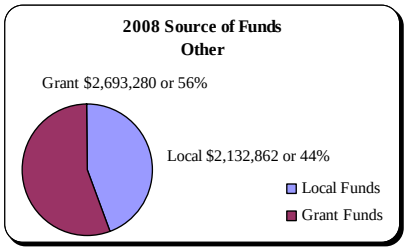
Project	Project Number	Division	2008 Budget	Estimated Completion	Type of Project	Description
Data Storage Upgrade	261	Information Systems	$ 10,400	12/31/2008	Acquisition	Regular 4-year replacement of Agency storage devices in accordance with the Agency I/S Infrastructure Plan.
Hastus Upgrade	255	Information Systems	$ 179,648	12/31/2008	Acquisition	Regular 3-year update of the Hastus system in accordance with the Agency I/S Infrastructure Plan.
LAN Equipment	263	Information Systems	39,520	12/31/2008	Acquisition	Regular 4-year replacement of LAN equipment such as switches, routers and firewalls in accordance with the Agency I/S Infrastructure Plan.
Server Replacement	262	Information Systems	98,239	12/31/2008	Acquisition	Regular 3-year update of Agency servers in accordance with the Agency I/S Infrastructure Plan.
			$ 327,807			

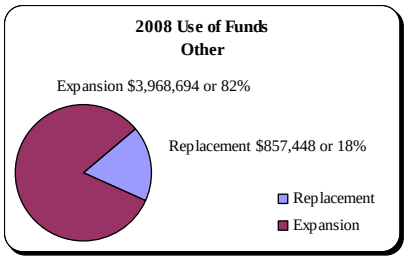
Expansion

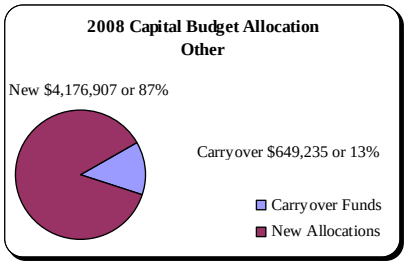
Project	Project Number	Division	2008 Budget	Estimated Completion	Type of Project	Description
Blade Server Enclosure	266	Information Systems	$ 41,600	12/31/2008	Acquisition	Purchase of a new blade (server) enclosure to accommodate growth and replacement servers.
Facility Condition Assessment	265	Information Systems	$ 195,312	12/31/2008	Acquisition	Purchase and implement a new software system that has the ability to provide data for each facility that will enable the Agency to effectively evaluate the scope and complexity of deferred maintenance, capital renewal, and facility replacement projects.
Document Mgmt & Records Compliance System	199	Project Management	250,165	12/31/2008	Acquisition	Implement Enterprise Content Management technologies including document capture, document management, e-mail management, records management, enterprise search, workflows, and collaboration sites.
Hastei Sign-Out Upgrade	231	Information Systems	26,000	12/31/2008	Acquisition	Purchase and install an upgrade to the Hastei module that will capture end-of-run delay data from operators.
Mobile Communication System	193	Project Management	22,371,551	12/31/2009	Acquisition	Purchase and install a new radio system and data radio overlay that will facilitate the use of computer aided dispatch, automat tic vehicle location, and automatic passenger counter features that will provide reliable voice and data communication to all service vehicles operated by the Agency.
Network Management System	267	Information Systems	41,080	12/31/2008	Acquisition	Purchase and implement a new Network Management System to continuously analyze the condition and performance of the Agency network.
Reader Board	268	Information Systems	5,381	12/31/2008	Acquisition	Purchase and install a reader board to display call center statistics from out existing call center statistic software.
Regional Fare Integration - Smart Card	197	Project Management	2,566,509	12/31/2009	Acquisition	Work with the six other Central Puget Sound transit agencies to develop and implement a regional smart card fare collection system.
VMWare Test System Lab	264	Information Systems	89,000	To Be Determined	Acquisition	Purchase VMWare virtual server that would support multiple virtual test servers on one machine and act as backup systems in the event of a primary system failure.
			$ 25,586,598			

In brief:









Introduction: Other

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

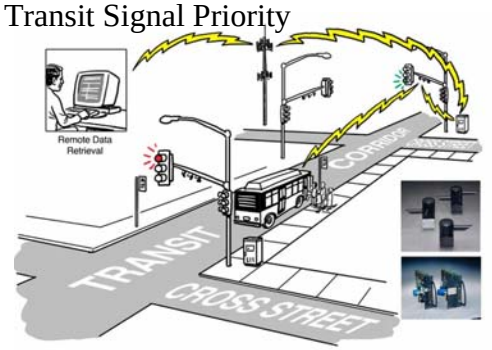
Priorities and Objectives

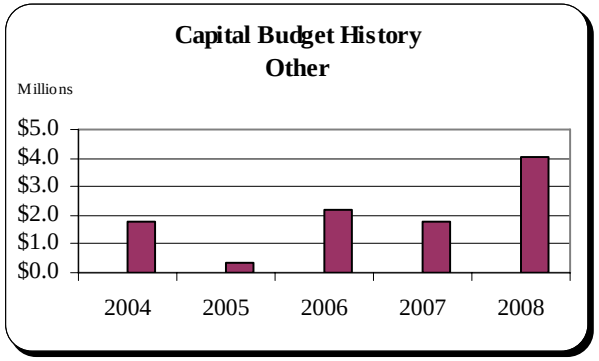
The guiding objective for the Other category is to provide adequate and functional equipment that support all Agency goals and the day-to-day operation of the Agency.

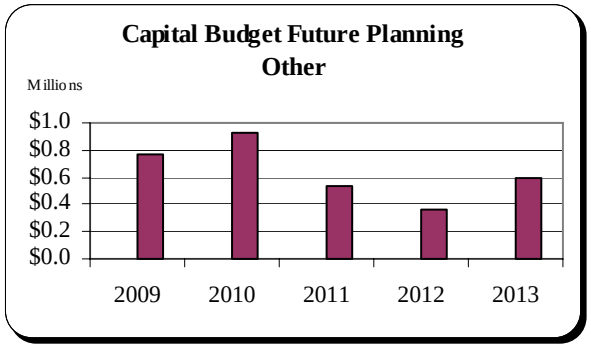
Highlights

Downtown Tacoma Transit Signal Priority II: The existing traffic signal system in Downtown Tacoma is outdated and does not effectively manage traffic. The downtown area is experiencing a volume and mix of traffic modes that the current signal system simply cannot handle. This project will design and implement a comprehensive intelligent signal upgrade for Downtown Tacoma. The project area consists of 6 square miles bounded by Sprague Avenue on the west, Division Avenue on the north, I-5 on the south, and Portland Avenue on the east. The project addresses approximately 80 signalized intersections, including some of the highest volume locations in Pierce County. The first phase of the project, now complete, produced a series of prioritized traffic management and technology deployment plans for the full project area and provided partial implementation on 17 targeted intersections for two high-priority Downtown Tacoma corridors, Pacific Avenue, and Commerce Street. Phase II will complete implementation throughout the project area grid. The result will be a network system of interactive traffic controls that optimize throughput within the regional center. This project delivers an intelligent signal system with state of the art communication and data management capabilities and transit signal priority (TSP) for bus and rail. The primary objective of this project is the reduction of transit delay in the study area through deployment of technology and equipment.

Transit Signal Priority







Physical Security Improvements: Pierce Transit is considering additional security improvements for vehicles and planning to install a digital camera security system on buses as part of the agency-wide security focus. This project will serve to increase passenger and operator security and reduce claims against Pierce Transit. During 2007, Pierce Transit evaluated Agency needs and requirements. The phased installation of cameras is expected to begin in 2008 with the project carrying over for a period of 3 years.

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

Budget Overview

The budget for the other category for 2008 is $4,826,142 and accounts for approximately 6% of the total Capital Budget.

Thirteen percent or $649,235 of the budget results from unspent funds carried over from the prior fiscal year. As a matter of policy, Pierce Transit budgets funds in the year in which the Agency anticipates entering a contract for service or acquisition. Eighty-seven percent or $4.1 million is for new projects. The majority of which ($2.5 million) is for the Downtown Tacoma Transit Signal Priority project.

Expansion projects account for eighty-two percent or nearly $4 million, the largest of which is the Downtown Tacoma Transit Signal Priority project. The remaining eighteen percent or $857,448 is for projects in the replacement category which are primarily maintenance and shop equipment.

Major Changes from 2007 Budget

The 2008 budget contains one major change from the 2007 – 2012 Six-Year Plan. The Downtown Tacoma Transit Priority project was previously expected to begin in 2009. The project was moved forward and funding was available from the Federal Transit Administration sooner than projected.

Sources of Funding

The majority of the funding project in the other category for 2008 includes $2,556,000 from the Federal Transit Administration for the Downtown Tacoma Transit Signal Priority project. It is estimated that the shop equipment will be funded by 5307 formula funding from the Federal Transit Administration. The remaining funding, $1 million or 27%, will come from local funding.

Operating Budget Impact

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

Other
Budgeted Source and Use of Funds

SOURCE OF FUNDS	2008 Project Number	Carryover	2008	2009	2010	2011	2012	2013	Total
Replacement and Expansion									
Federal Grants									
CMAQ									
Downtown Tacoma TSP II	284	$ -	$ 2,556,000	$ -	$ -	$ -	$ -	$ -	$ 2,556,000
CMAQ		$ -	$ 2,556,000	$ -	$ -	$ -	$ -	$ -	$ 2,556,000
5307 Formula									
Wheel Alignment Equipment	269	$ -	$ 52,000	$ -	$ -	$ -	$ -	$ -	$ 52,000
Transmission Dynamometer	270	-	119,600	-	-	-	-	-	119,600
5307 Formula		-	171,600	-	-	-	-	-	171,600
Federal Grants		$ -	$ 2,727,600	$ -	$ -	$ -	$ -	$ -	$ 2,727,600
Local/Capital Reserves									
Rotating Electric Tester	237	$ 60,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 60,000
Auto Shop Wheel Balancer	274	-	10,920	-	-	-	-	-	10,920
Auto Shop Equipment	-	-	-	27,553	18,767	15,924	17,665	15,296	95,205
Bus Shop Equipment	-	-	-	58,922	392,693	147,081	63,122	20,805	682,623
Copier Replacement	-	-	-	47,000	87,000	60,000	-	-	194,000
Digital Camera System for Buses	200	363,000	755,040	-	-	-	-	-	1,118,040
Support Vehicle Replacement	275	-	614,928	572,554	366,947	241,315	218,714	485,892	2,500,350
Support Vehicle Expansion 2008	277	-	32,000	63,029	64,920	66,867	68,873	68,873	364,562
Public Safety Vehicle	279	-	30,160	-	-	-	-	-	30,160
SR-7 WSDOT	177	48,735	-	-	-	-	-	-	48,735
Air Spares TOD	250	125,000	-	-	-	-	-	-	125,000
Signal Priority Investmt. & Deployment Plan	186	52,500	-	-	-	-	-	-	52,500
Folder/Stuffer	285	-	6,259	-	-	-	-	-	6,259
Local/Capital Reserves		$ 649,235	$ 1,449,307	$ 769,058	$ 930,327	$ 531,187	$ 368,374	$ 590,866	$ 5,288,354
Total Source of Funds		$ 649,235	$ 4,176,907	$ 769,058	$ 930,327	$ 531,187	$ 368,374	$ 590,866	$ 8,015,954

Other
Budgeted Source and Use of Funds

USE OF FUNDS	2008 Project Number	Carryover	2008	2009	2010	2011	2012	2013	Total
Replacement									
Rotating Electric Tester	237	$ 60,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 60,000
Wheel Alignment Equipment	269	-	52,000	-	-	-	-	-	52,000
Transmission Dynamometer	270	-	119,600	-	-	-	-	-	119,600
Auto Shop Wheel Balancer	274	-	10,920	-	-	-	-	-	10,920
Auto Shop Equipment	-	-	-	27,553	18,767	15,924	17,665	15,296	95,205
Bus Shop Equipment	-	-	-	58,922	392,693	147,081	63,122	20,805	682,623
Copier Replacement	-	-	-	47,000	87,000	60,000	-	-	194,000
Support Vehicle Replacement	275	-	614,928	572,554	366,947	241,315	218,714	485,892	2,500,350
Replacement		$ 60,000	$ 797,448	$ 706,029	$ 865,407	$ 464,320	$ 299,501	$ 521,993	$ 3,714,698
Expansion									
Support Vehicle Expansion 2008	277	$ -	$ 32,000	$ 63,029	$ 64,920	$ 66,867	$ 68,873	$ 68,873	$ 364,562
Public Safety Vehicle	279	-	30,160	-	-	-	-	-	30,160
SR-7 WSDOT	177	48,735	-	-	-	-	-	-	48,735
Air Spares TOD	250	125,000	-	-	-	-	-	-	125,000
Digital Camera System for Buses	200	363,000	755,040	-	-	-	-	-	1,118,040
Signal Priority Investmt. & Deployment Plan	186	52,500	-	-	-	-	-	-	52,500
Downtown Tacoma TSP II	284	-	2,556,000	-	-	-	-	-	2,556,000
Folder/Stuffer	285	-	6,259	-	-	-	-	-	6,259
Expansion		$ 589,235	$ 3,379,459	$ 63,029	$ 64,920	$ 66,867	$ 68,873	$ 68,873	$ 4,301,256
Total Use of Funds		$ 649,235	$ 4,176,907	$ 769,058	$ 930,327	$ 531,187	$ 368,374	$ 590,866	$ 8,015,954

Other
2008 Project Information

Replacement

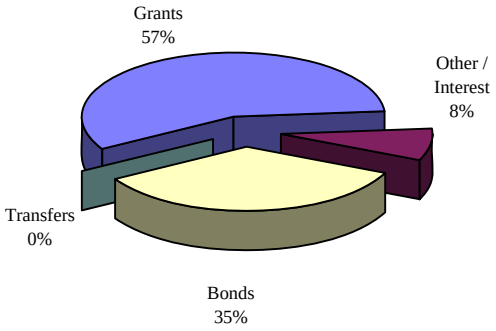
Project	Project Number	Division	2008 Budget	Estimated Completion	Type of Project	Description
Auto Shop Wheel Balancer	274	Maintenance Automotive	$ 10,920	12/31/2008	Acquisition	Purchase new wheel balancer.
Digital Camera System for Buses	200	Information Systems	1,118,040	To Be Determined	Acquisition	Purchase and install a digital camera security system on buses to capture events to assist in day to day operations.
Rotating Electric Tester	237	Maintenance Bus	60,000	12/31/2008	Acquisition	Purchase rotating electric tester for the machine shop.
Support Vehicle Replacement 2008	275	Maintenance Automotive	614,928	12/31/2008	Acquisition	Replace support vehicles that have reached the end of their useful life. Vehicles for 2008 include: 4 Relief vans, 1 Supervisor Van, and Maintenance vehicles (step vans, flatbed trucks and pickups).
Transmission Dynamometer	270	Maintenance Bus	119,600	12/31/2008	Acquisition	Purchase a new transmission dynamometer.
Wheel Alignment Equipment	269	Maintenance Bus	52,000	12/31/2008	Acquisition	Purchase new wheel alignment equipment.
			$ 1,975,488			

Expansion

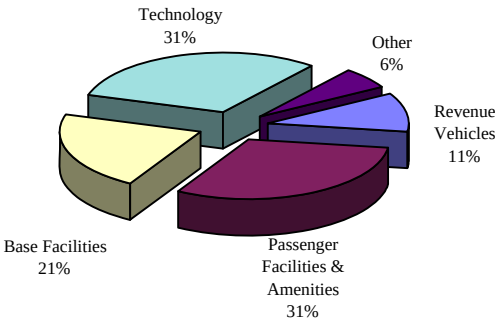
Project	Project Number	Division	2008 Budget	Estimated Completion	Type of Project	Description
Air Spares TOD	250	Capital Facilities & Construction Projects	$ 125,000	12/31/2008	Planning	Study appropriate uses for the Air Spare building located immediately adjacent to the Tacoma Dome Station which is currently unoccupied.
Downtown Tacoma TSP II	284	Planning	2,556,000	12/31/2008	Acquisition	Design and implement a comprehensive intelligent signal upgrade project for Downtown Tacoma.
Folder/Stuffer	285	Administrative Services	6,259	12/31/2008	Acquisition	Purchase equipment capable of folding, stuff and sealing envelopes.
Public Safety Vehicle	279	Maintenance Automotive	30,160	12/31/2008	Acquisition	Purchase and equip a special purpose vehicle for the Transit Public Safety staff.
Signal Priority Investmt. & Deployment Plan	186	Planning	52,500	12/31/2008	Acquisition	Develop a comprehensive evaluation of potential transit signal priority corridors and treatment under one planning document.
SR-7 WSDOT	177	Capital Facilities & Construction Projects	48,735	12/31/2009	Acquisition	Completion of project involving the design and construction of pedestrian and bus stop improvement on SR-7 in the Parkland area, between 120th and 122nd Streets. Washington State Department of Transportation is having the work performed by contractors.
Support Vehicle Expansion 2008	277	Maintenance Automotive	32,000	12/31/2008	Acquisition	Purchase one half-ton pickup for Facilities Management staff to accommodate one new cleaning route for bus stops. Purchase one dedicated forklift for Main Base use
			$ 2,850,654			

2008 BUDGET
CAPITAL SUMMARY

Capital Revenues & Transfers



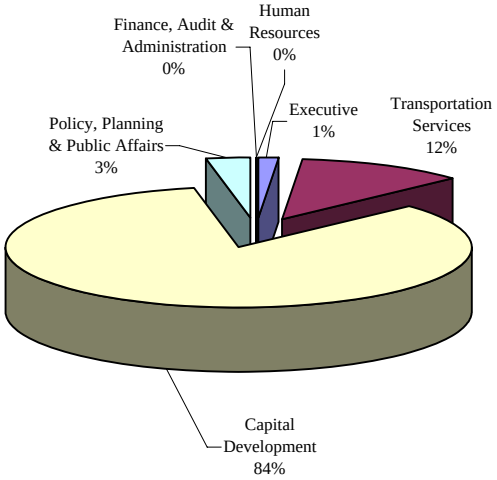
Capital Expenditures



(rounded to the nearest $100)	2006 YEAR-END ACTUALS	2007 AMENDED BUDGET	2007 YEAR-END ESTIMATE	2008 BUDGET	% CHANGE 2008 BUDGET TO 2007 BUDGET
CAPITAL REVENUES					
REVENUES					
Grants	$5,375,800	$10,785,900	$6,693,500	$22,855,800	111.9%
Bonds	-	-	-	14,000,000	0.0%
Other Capital Revenue / Interest	2,018,900	5,710,200	2,388,700	3,228,200	-43.5%
REVENUE	7,394,700	16,496,100	9,082,200	40,084,000	143.0%
TRANSFERS					
Capital Reserve	3,500,000	15,000,000	15,000,000	-	-100.0%
TRANSFERS	3,500,000	15,000,000	15,000,000	-	
CAPITAL REVENUES	**10,894,700**	**31,496,100**	**24,082,200**	**40,084,000**	**27.3%**
BEGINNING BALANCE					
Capital Reserve	43,438,400	59,717,800	59,717,800	57,073,400	-4.4%
TOTAL CAPITAL REVENUES AND BEGINNING BALANCE	**54,333,100**	**91,213,900**	**83,800,000**	**97,157,400**	**6.5%**
CAPITAL EXPENDITURES					
CAPITAL ACQUISITION					
Revenue Vehicles	7,575,300	12,933,900	7,438,300	8,794,900	-32.0%
Passenger Facilities & Amenities	1,126,800	19,323,300	3,773,400	25,854,700	33.8%
Base Facilities	2,212,300	10,866,600	704,000	17,602,000	62.0%
Technology	2,437,700	38,658,800	13,896,800	25,914,400	-33.0%
Other	1,138,700	1,638,000	914,200	4,826,100	194.6%
CAPITAL EXPENDITURES	**14,490,800**	**83,420,600**	**26,726,700**	**82,992,100**	**-0.5%**
ENDING BALANCE					
Capital Reserve	39,842,300	7,793,300	57,073,300	14,165,300	81.8%
TOTAL CAPITAL EXPENDITURES AND ENDING BALANCE	**$54,333,100**	**$91,213,900**	**$83,800,000**	**$97,157,400**	**6.5%**

2008 CAPITAL BUDGET SUMMARY BY DEPARTMENT

2008 Total Capital Budget



Department	2008 Capital Budget: 2007 Carryover Amount	2008 Capital Budget: 2008 New	2008 Capital Budget: 2008 Total Budget	2008 Funding: Local	2008 Funding: Grant
Executive	$ 205,648	$ 893,077	$ 1,098,725	$ 818,969	$ 279,756
Transportation Services	5,353,320	4,401,196	9,754,516	8,925,428	829,088
Capital Development	50,748,329	18,775,774	69,524,103	49,958,607	19,565,496
Policy, Planning & Public Affairs	52,500	2,556,000	2,608,500	52,500	2,556,000
Human Resources	-	-	-	-	-
Finance, Audit & Administration	-	6,259	6,259	6,259	-
Agency Total	$ 56,359,797	$ 26,632,306	$ 82,992,103	$ 59,761,763	$ 23,230,340

Department	Total: Prior Years Expenditures	Total: 2007 YE Estimate	Total: 2008 Total Budget	Project Grand Total
Executive	$ 912,181	$ 518,241	$ 1,098,725	$ 2,529,147
Transportation Services	29,457	6,978,289	9,754,516	16,762,262
Capital Development	5,164,031	17,558,310	69,524,103	92,246,444
Policy, Planning & Public Affairs	2,412,820	308,318	2,608,500	5,329,638
Human Resources	-	-	-	-
Finance, Audit & Administration	-	-	6,259	6,259
Agency Total	$ 8,518,489	$ 25,363,158	$ 82,992,103	$ 116,873,750

2008 CAPITAL BUDGET BY DIVISION / PROJECT

Department / Division / Project Title	Project Number	Project Grand Total	Prior Years Expenditures	2007 YE Estimates	2008 Project Budget: 2007 Carryover Amount	2008 Project Budget: New 2008 Projects	2008 Project Budget: Total 2008 Budget	2008 Project Funding: Local	2008 Project Funding: Grant
EXECUTIVE DEPARTMENT									
Transit Public Safety (645000)									
1. Physical Security Enhanc.-Bldgs 1 & 2 Ltd Access	230	$ 91,600	$ -	$ 50,000	$ -	$ 41,600	$ 41,600	$ 41,600	$ -
2. Physical Security Enhanc.-CCTV	260	330,945	-	-	-	330,945	330,945	51,189	279,756
Division Subtotal		422,545	-	50,000	-	372,545	372,545	92,789	279,756
Information Systems (262000)									
3. SHUTTLE Software Replacement	194	1,118,858	912,181	206,677	-	-	-	-	-
4. Server Replacement 2007	252	51,800	-	51,800	-	-	-	-	-
5. Marketing Printer/Plotter Replacement 2007	253	45,000	-	45,000	-	-	-	-	-
6. Hastus Upgrade 2007	255	304,412	-	124,764	179,648	-	179,648	179,648	-
7. ESX Virtual Disaster System	256	40,000	-	40,000	-	-	-	-	-
8. Hastei Sign-Out Upgrade	231	26,000	-	-	26,000	-	26,000	26,000	-
9. Data Storage Upgrade 2008	261	10,400	-	-	-	10,400	10,400	10,400	-
10. Server Replacement 2008	262	98,239	-	-	-	98,239	98,239	98,239	-
11. LAN Equipment Replacement 2008	263	39,520	-	-	-	39,520	39,520	39,520	-
12. VMWare Test System Lab	264	89,000	-	-	-	89,000	89,000	89,000	-
13. Facility Condition Assessment	265	195,312	-	-	-	195,312	195,312	195,312	-
14. Blade Server Enclosure	266	41,600	-	-	-	41,600	41,600	41,600	-
15. Network Management System 2008	267	41,080	-	-	-	41,080	41,080	41,080	-
16. Reader Board	268	5,381	-	-	-	5,381	5,381	5,381	
Division Subtotal		2,106,602	912,181	468,241	205,648	520,532	726,180	726,180	-
Department Total		**2,529,147**	**912,181**	**518,241**	**205,648**	**893,077**	**1,098,725**	**818,969**	**279,756**
TRANSPORTATION SERVICES DEPARTMENT									
Service Support Administration (644000)									
17. Dispatch IVR System	151	213,870	12,901	200,969	-	-	-	-	-
18. DOT Traffic Cameras	152	80,000	16,556	63,444	-	-	-	-	-
Division Subtotal		293,870	29,457	264,413	-	-	-	-	-
Maintenance Bus (652000)									
19. Bus Purchase 2007	236	9,409,000	-	4,155,680	5,253,320	-	5,253,320	5,253,320	-
20. Rotating Electric Tester	237	60,000	-	-	60,000	-	60,000	60,000	-
21. Wheel Lift	238	6,000	-	6,000	-	-	-	-	-
22. Paint Booth Personnel Lift	239	40,000	-	-	40,000	-	40,000	40,000	-
23. Oil Filter Crusher	240	9,000	-	9,000	-	-	-	-	-
24. Wheel Alignment Equipment	269	52,000	-	-	-	52,000	52,000	10,400	41,600
25. Transmission Dynamometer	270	119,600	-	-	-	119,600	119,600	23,920	95,680
Division Subtotal		9,695,600	-	4,170,680	5,353,320	171,600	5,524,920	5,387,640	137,280

Department / Division / Project Title	Project Number	Project Grand Total	Prior Years Expenditures	2007 YE Estimates	2008 Project Budget: 2007 Carryover Amount	2008 Project Budget: New 2008 Projects	2008 Project Budget: Total 2008 Budget	2008 Project Funding: Local	2008 Project Funding: Grant
Maintenance Automotive (651000)									
26. Shuttle Replacement 2007	241	1,079,880	-	1,079,880	-	-	-	-	-
27. Auto Shop Diagnostic Equipment	242	15,603	-	15,603	-	-	-	-	-
28. Support Vehicle Replacement 2007	243	336,825	-	336,825	-	-	-	-	-
29. Support Vehicle Expansion 2007	244	54,888	-	54,888	-	-	-	-	-
30. Vanpool Replacement 2007	245	1,056,000	-	1,056,000	-	-	-	-	-
31. Vanpool Replacement 2008	271	499,200	-	-	-	499,200	499,200	67,392	431,808
32. Shuttle Vehicle Replacement 2008	272	2,256,288	-	-	-	2,256,288	2,256,288	2,256,288	-
33. Bus PLUS Vehicle Replacement 2008	273	451,733	-	-	-	451,733	451,733	451,733	-
34. Auto Shop Wheel Balancer	274	10,920	-	-	-	10,920	10,920	10,920	-
35. Support Vehicle Replacement 2008	275	614,928	-	-	-	614,928	614,928	614,928	-
36. Vanpool Expansion 2008	276	260,000	-	-	-	260,000	260,000	-	260,000
37. Support Vehicle Expansion 2008	277	32,000	-	-	-	32,000	32,000	32,000	-
38. Shuttle Expansion 2008	278	74,367	-	-	-	74,367	74,367	74,367	-
39. Public Safety Vehicle	279	30,160	-	-	-	30,160	30,160	30,160	-
Division Subtotal		6,772,792	-	2,543,196	-	4,229,596	4,229,596	3,537,788	691,808
Department Total		**16,762,262**	**29,457**	**6,978,289**	**5,353,320**	**4,401,196**	**9,754,516**	**8,925,428**	**829,088**
CAPITAL DEVELOPMENT DEPARTMENT									
Capital Facilities & Construction Projects (411000)									
40. Building 4 Expansion	167	7,470,433	77,875	297,674	5,326,462	1,768,422	7,094,884	4,286,807	2,808,077
41. 100th Street Driveway, Gate & Frontage	216	677,855	9,790	630	45,455	621,980	667,435	467,205	200,231
42. South Base Capacity	217	1,793,149	159,562	17,699	1,385,448	230,440	1,615,888	1,131,122	484,766
43. Main Base Capacity	218	1,871,117	39,271	4,748	1,648,477	178,621	1,827,098	1,278,969	548,129
44. 96th Street Frontage & Gate	219	615,377	63,254	53,079	499,044	-	499,044	349,331	149,713
45. Park & Ride Study	169	309,000	-	309,000	-	-	-	-	-
46. Parkland Transit Center	170	906,576	31,791	80,034	794,751	-	794,751	158,950	635,801
47. Peninsula Park & Ride Phase I	171	17,918,042	593,486	2,820,705	11,415,719	3,088,132	14,503,851	11,503,851	3,000,000
48. Passenger Facility Renovation Project	174	987,811	140,101	7,750	839,960	-	839,960	839,960	-
49. 121st Street Improvements	176	125,000	-	-	125,000	-	125,000	125,000	-
50. SR-7 WSDOT	177	304,759	108,644	147,380	48,735	-	48,735	48,735	-
51. Peninsula Park & Ride Phase II	249	9,463,143	-	-	1,327,704	8,135,439	9,463,143	6,963,143	2,500,000
52. Air Spares TOD	250	125,000	-	-	125,000	-	125,000	125,000	-
53. Auto Facility Expansion	251	3,475,365	-	-	475,365	3,000,000	3,475,365	2,432,756	1,042,610
54. TDS Tenant Improvements	257	365,982	-	365,982	-	-	-	-	-
55. Waste Oil System Replacement	259	85,500	-	85,500	-	-	-	-	-
56. Tacoma Comm. College Transit Ctr. Study	280	78,000	-	-	-	78,000	78,000	78,000	-
Division Subtotal		46,572,109	1,223,774	4,190,181	24,057,120	17,101,034	41,158,154	29,788,827	11,369,327
Bus Stop Program (412000)									
57. SR-7 Pacific Avenue	222	100,000	93,095	6,905	-	-	-	-	-
58. SR-7 Wal-Mart Layover	180	170,000	53,364	116,636	-	-	-	-	-
59. Advertising Shelters for SR-7 & SR-161	178	187,963	84,167	103,796	-	-	-	-	-
Division Subtotal		457,963	230,626	227,337	-	-	-	-	-

2008 CAPITAL BUDGET BY DIVISION / PROJECT

Department / Division / Project Title	Project Number	Project Grand Total	Prior Years Expenditures	2007 YE Estimates	2008 Project Budget: 2007 Carryover Amount	2008 Project Budget: New 2008 Projects	2008 Project Budget: Total 2008 Budget	2008 Project Funding: Local	2008 Project Funding: Grant
Facilities Management (653000)									
60. Bus Wash Replacement	232	450,000	-	168	449,832	-	449,832	449,832	-
61. Replace Underground Bus Shop Hoists	233	1,170,960	-	1,508	572,492	596,960	1,169,452	1,169,452	-
62. Commerce Street Facility Improvements	234	50,000	-	-	50,000	-	50,000	50,000	-
63. Building 1 Improvements	235	158,000	-	-	158,000	-	158,000	158,000	-
64. Building 1 Locker Room	281	170,000	-	-	-	170,000	170,000	170,000	-
65. Unleaded Fuel Vapor Recovery System	282	46,800	-	-	-	46,800	46,800	46,800	-
66. CNG Filter System	283	15,600	-	-	-	15,600	15,600	15,600	-
Division Subtotal		2,061,360	-	1,676	1,230,324	829,360	2,059,684	2,059,684	-
Project Management (263000)									
67. Mobile Communications System	193	37,173,937	2,087,049	12,715,337	22,371,551	-	22,371,551	16,651,551	5,720,000
68. Smart Card:									
Boeing	197	43,050	-	43,050	-	-	-	-	-
Fare Integration	197	1,039,165	1,039,165	-	-	-	-	-	-
ITS (ST)	197	380,729	-	380,729	-	-	-	-	-
Metro Formula	197	890,168	395,070	-	495,098	-	495,098	-	495,098
ST Fare Integ Fund(ST)	197	1,886,283	-	-	1,886,283	-	1,886,283	-	1,886,283
ST Technology	197	258,300	163,512	-	94,788	-	94,788	-	94,788
Bus Plus Equipment	197	90,340	-	-	-	90,340	90,340	90,340	-
69. Document Mgmt & Records Compliance System	199	275,000	24,835	-	250,165	-	250,165	250,165	-
70. Digital Camera System for Buses	200	1,118,040	-	-	363,000	755,040	1,118,040	1,118,040	-
Division Subtotal		43,155,012	3,709,631	13,139,116	25,460,885	845,380	26,306,265	18,110,096	8,196,169
Department Total		**92,246,444**	**5,164,031**	**17,558,310**	**50,748,329**	**18,775,774**	**69,524,103**	**49,958,607**	**19,565,496**
POLICY, PLANNING & PUBLIC AFFAIRS DEPARTMENT									
Planning (451000)									
71. Downtown Tacoma Corridor Tech	182	600,000	422,494	177,506	-	-	-	-	-
72. Signal Priority	183	2,121,138	1,990,326	130,812	-	-	-	-	-
73. Signal Priority Investmt. & Deployment Plan	186	52,500	-	-	52,500	-	52,500	52,500	-
74. Downtown Tacoma TSP II	284	2,556,000	-	-	-	2,556,000	2,556,000	-	2,556,000
Division Subtotal		5,329,638	2,412,820	308,318	52,500	2,556,000	2,608,500	52,500	2,556,000
Department Total		**5,329,638**	**2,412,820**	**308,318**	**52,500**	**2,556,000**	**2,608,500**	**52,500**	**2,556,000**
FINANCE, AUDIT & ADMINISTRATION DEPARTMENT									
Administrative Services (253000)									
75. Folder/Stuffer	285	6,259	-	-	-	6,259	6,259	6,259	-
Division Subtotal		6,259	-	-	-	6,259	6,259	6,259	-
Department Total		**6,259**	-	-	-	**6,259**	**6,259**	**6,259**	-
Grand Total		**$ 116,873,750**	**$ 8,518,489**	**$ 25,363,158**	**$ 56,359,797**	**$ 26,632,306**	**$ 82,992,103**	**$ 59,761,763**	**$ 23,230,340**

2008 - 2013 SIX-YEAR CAPITAL PLAN

TDP Cat	#	Project	2008	2009	2010	2011	2012	2013	TOTAL
PROGRAMMED CAPITAL									
		REQUESTED REPLACEMENT EXPENDITURES:							
R	1	Bus Purchase	$ -	$ -	$ 7,832,000	$ 16,117,000	$ 8,604,000	$ 12,507,000	$ 45,060,000
R	4	Vanpool Vehicle Replacement	499,200	1,582,080	2,832,000	1,458,480	1,087,680	1,582,080	9,041,520
P	- c	Tacoma Community College (TCC) Transit Center Study	78,000	-	-	-	-	-	78,000
T	13	Data Storage Update	10,400	10,300	10,300	61,800	10,300	10,300	113,400
R	3	Shuttle Vehicle Replacement	2,256,288	2,115,273	2,050,176	-	3,390,486	1,384,452	11,196,675
T	15	Server Replacement	98,239	77,902	134,588	106,814	77,902	134,588	630,033
T	14	LAN Equipment Replacement	39,520	39,140	10,300	-	-	49,440	138,400
R	2	Bus PLUS Vehicle Replacement	451,733	460,156	483,170	507,328	533,195	559,330	2,994,912
T	19	HASTUS Update	-	-	307,774	-	-	307,774	615,548
T	21	Storage Area Network Update	-	245,889	-	-	-	245,889	491,778
O	10	Wheel Alignment Equipment	52,000	-	-	-	-	-	52,000
O	6	Auto Shop Wheel Balancer	10,920	-	-	-	-	-	10,920
O	7	Auto Shop Equipment	-	27,553	18,767	15,924	17,665	15,296	95,205
O	12	Copier Replacement	-	47,000	87,000	60,000	-	-	194,000
T	20	Marketing Printer & Plotter	-	-	-	66,950	-	-	66,950
T	18	GIS Update	-	30,900	-	-	30,900	-	61,800
O	11	Bus Shop Equipment	-	58,922	392,693	147,081	63,122	20,805	682,623
O	- a	Bus Lifts continuation	596,960	-	-	-	-	-	596,960
O	9	Transmission Dynamometer	119,600	-	-	-	-	-	119,600
O	8	Support Vehicle Replacement	614,928	572,554	366,947	241,315	218,714	485,892	2,500,350
T	16	Agency Plotter Replacement	-	30,900	-	-	-	-	30,900
B	- b	Building 1 Locker Room	170,000	-	-	-	-	-	170,000
T	17	Video Conferencing Update	-	62,234	-	-	-	-	62,234
			4,997,788	5,360,803	14,525,715	18,782,692	14,033,964	17,302,846	75,003,808
		MAJOR EXPANSION EXPENDITURES:							
O	38	Downtown Tacoma TSP II	2,556,000	-	-	-	-	-	2,556,000
R	35	Vanpool Expansion	260,000	260,000	260,000	390,000	390,000	390,000	1,950,000
P	2007c	Peninsula Park & Ride Phase I	3,088,132	-	-	-	-	-	3,088,132
R	41	Bus Expansion	-	-	-	7,833,150	-	-	7,833,150
E	48	Land Acquisition	-	2,600,000	-	-	-	-	2,600,000
P	36	Peninsula Park & Ride Phase II	8,135,439	-	-	-	-	-	8,135,439
P	49	Super Stops	-	5,720	69,010	-	-	-	74,730
B	2007d	South Base Capacity	230,440	-	-	-	-	-	230,440
B	2007b	Main Base Capacity	178,621	-	-	-	-	-	178,621
B	32	100th Street Driveway, Gate & Frontage Improvements	621,980	-	-	-	-	-	621,980
B	34	Auto Facility Expansion	3,000,000	-	-	-	-	-	3,000,000
B	33	Main Base Auto Bay Remodel	-	516,501	-	-	-	-	516,501
B	2007a	Building 4 Expansion	1,768,422	-	-	-	-	-	1,768,422

2008 - 2013 SIX-YEAR CAPITAL PLAN

TDP Cat	#	Project	2008	2009	2010	2011	2012	2013	TOTAL
B	46	Physical Security Enhancements-CCTV	330,945	169,690	-	-	-	-	500,635
T	50	Digital Camera System for Buses	755,040	-	-	-	-	-	755,040
T	31	VMWARE Test System Lab	89,000	-	-	-	-	-	89,000
O	42	Support Vehicle Expansion	32,000	63,029	64,920	66,867	68,873	68,873	364,562
B	5	Facility Condition Assessment	195,312	-	-	-	-	-	195,312
R	43	SHUTTLE Expansion	74,367	75,863	78,137	80,481	82,896	82,896	474,640
T	45	Disaster Recovery Mobile Communications Vehicle	-	208,000	-	-	-	-	208,000
T		Smart Card (Bus Plus Equipment)	90,340	-	-	-	-	-	90,340
O		Folder/Stuffer	6,259	-	-	-	-	-	6,259
			21,412,297	3,898,803	472,067	8,370,498	541,769	541,769	35,237,203
		REQUESTED MINOR EXPANSION (less than $50,000) EXPENDITURES:							
B	24	Unleaded Fuel Vapor Recovery System	46,800	-	-	-	-	-	46,800
B	23	CNG Filter System	15,600	-	-	-	-	-	15,600
T	26	Blade Server Enclosure	41,600	41,200	-	-	-	-	82,800
O	25	Public Safety Vehicle	30,160	-	-	-	-	-	30,160
T	29	Readerboard	5,381	-	-	-	-	-	5,381
B	22	Physical Security Enhancements Bldgs. 1 & 2 continuation	41,600	-	-	-	-	-	41,600
T	27	Network Management System	41,080	-	-	-	-	-	41,080
			222,221	41,200	-	-	-	-	263,421
		PROGRAMMED SUBTOTAL	26,632,306	9,300,806	14,997,782	27,153,190	14,575,733	17,844,615	110,504,432
UNPROGRAMMED CAPITAL									
B	E	unprogrammed (base facilities exp)	-	1,641,460	1,641,460	1,641,460	1,641,460	1,641,460	8,207,298
B	R	unprogrammed (base facilities repl)	-	-	-	-	-	-	-
P	E	unprogrammed passenger facility exp	-	-	-	-	-	-	-
T	R	unprogrammed technology repl	-	-	-	-	-	-	-
		UNPROGRAMMED SUBTOTAL	-	1,641,460	1,641,460	1,641,460	1,641,460	1,641,460	8,207,298
		TOTAL CAPITAL	**$ 26,632,306**	**$ 10,942,266**	**$ 16,639,242**	**$ 28,794,650**	**$ 16,217,193**	**$ 19,486,075**	**$ 118,711,730**
By Category									
	R	Replacement	$ 4,997,788	$ 5,360,803	$ 14,525,715	$ 18,782,692	$ 14,033,964	$ 17,302,846	$ 75,003,808
	E	Expansion	21,634,518	5,581,463	2,113,527	10,011,958	2,183,229	2,183,229	43,707,922
		Total	$ 26,632,306	$ 10,942,266	$ 16,639,242	$ 28,794,650	$ 16,217,193	$ 19,486,075	$ 118,711,730
By Category									
	T	Technology Projects	$ 1,170,600	$ 746,465	$ 462,962	$ 235,564	$ 119,102	$ 747,991	$ 3,482,684
	P	Passenger Facilities and Amenities Projects	11,301,571	2,605,720	69,010	-	-	-	13,976,301
	B	Base Facilities Projects	6,599,720	2,327,651	1,641,460	1,641,460	1,641,460	1,641,460	15,493,209
	R	Revenue Vehicles Projects	3,541,588	4,493,372	13,535,483	26,386,439	14,088,257	16,505,758	78,550,897
	O	Other Projects	4,018,827	769,058	930,327	531,187	368,374	590,866	7,208,639
		Total	$ 26,632,306	$ 10,942,266	$ 16,639,242	$ 28,794,650	$ 16,217,193	$ 19,486,075	$ 118,711,730

PIERCE TRANSIT

Produced three times a year, Pierce Transit's The Bus Stops Here booklet provides comprehensive route and schedule information, as well as detailed maps of the entire system and individual bus routes. Our customers continually give the book their highest satisfaction rating for its ease of reading, as well as its availability at many locations in the community.

Pierce Transit BUDGET 2008

INSURANCE BUDGET

PIERCE TRANSIT

In brief:

Three categories of self-insurance -

Liability

Workers' Compensation

Unemployment Insurance

Reserve Requirement -

$4,000,000

In 2008 -

A decrease of $363,000 from the 2007 Amended Budget results from improved claims experience.

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

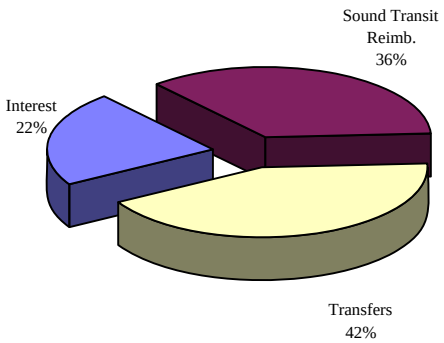
The reserve level is set to adequately protect the Agency from self-insurance risks. The risks associated with self-insurance and the adequacy of the reserve fund level is evaluated annually, with an appropriate contribution made to the insurance reserve to meet continued self-insurance requirements and to insulate the Agency from impacts on the operating budget associated with self-insurance claims. Any transfers, appropriations, or expenditure of the funds deposited in the insurance reserve fund require approval of the Board of Commissioners. The reserves generate interest earnings estimated at $259,900 in 2008.

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

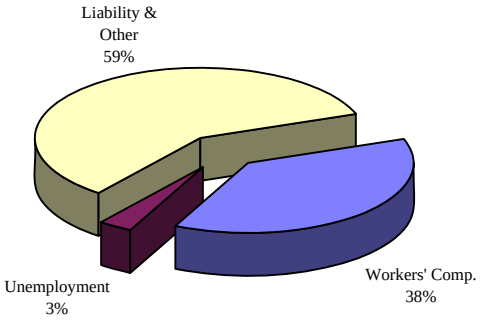
An Insurance Summary provides a comparison of the 2008 Budget with 2007, and 2006. The insurance expenditures by account category are also included. Property and liability insurance costs are included in the Operating Budget.

2008 BUDGET
INSURANCE SUMMARY

Insurance Revenues & Transfers



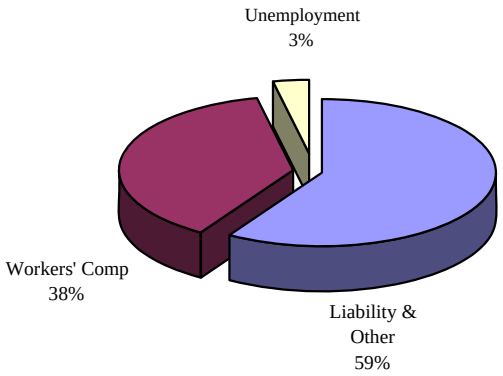
Insurance Expenditures



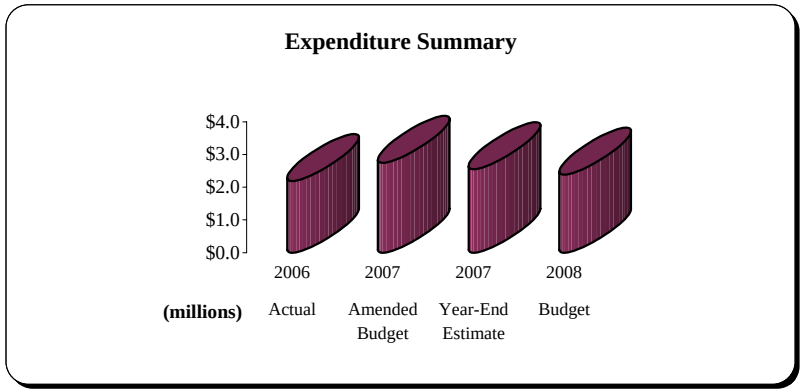
(rounded to the nearest $100)	2006 YEAR-END ACTUALS	2007 AMENDED BUDGET	2007 YEAR-END ESTIMATE	2008 BUDGET	% CHANGE 2008 BUDGET TO 2007 BUDGET
INSURANCE REVENUES					
REVENUES					
Liability Insurance Interest	$285,600	$114,400	$149,400	$181,400	58.6%
Workers' Comp. Interest	15,700	71,000	30,000	21,100	-70.3%
Unemployment Insurance Interest	35,600	8,100	43,500	57,400	608.6%
Sound Transit Reimbursement Liability	540,000	478,000	548,000	350,000	-26.8%
Sound Transit Reimbursement Other	22,400	100,300	73,300	75,300	-24.9%
REVENUES	899,300	771,800	844,200	685,200	-11.2%
TRANSFERS					
Liability Insurance Transfer	770,700	479,100	724,400	246,900	-48.5%
Workers' Comp. Transfer	475,800	638,400	588,400	1,210,300	89.6%
Unemployment Insurance Transfer	35,900	24,500	24,500	(951,700)	-3984.5%
TRANSFERS	1,282,400	1,142,000	1,337,300	505,500	
REVENUES AND TRANSFERS	**2,181,700**	**1,913,800**	**2,181,500**	**1,190,700**	**-37.8%**
BEGINNING BALANCES					
Liability Insurance	3,417,900	3,341,600	3,735,400	3,630,500	8.6%
Workers' Comp. Insurance	1,059,800	428,100	750,200	418,600	-2.2%
Unemployment Insurance	1,107,700	1,068,300	1,087,800	1,149,000	7.6%
BEGINNING BALANCES	5,585,400	4,838,000	5,573,400	5,198,100	7.4%
TOTAL INSURANCE REVENUES AND BEGINNING BALANCES	7,767,100	6,751,800	7,754,900	6,388,800	-5.4%
INSURANCE EXPENDITURES					
Liability and Other Insurance	1,278,700	1,671,800	1,526,800	1,408,800	-15.7%
Workers' Comp. Insurance	821,100	1,000,000	950,000	900,000	-10.0%
Unemployment Insurance	93,900	80,000	80,000	80,000	0.0%
INSURANCE EXPENDITURES	**2,193,700**	**2,751,800**	**2,556,800**	**2,388,800**	**-13.2%**
ENDING BALANCES					
Liability Insurance	3,735,400	2,741,300	3,630,500	3,000,000	-17.4%
Workers' Comp. Insurance	730,300	137,500	418,600	750,000	445.5%
Unemployment Insurance	1,107,700	1,121,200	1,149,000	250,000	-77.7%
ENDING BALANCES	5,573,400	4,000,000	5,198,100	4,000,000	0.0%
TOTAL INSURANCE EXPENDITURES AND ENDING BALANCES	$7,767,100	$6,751,800	$7,754,900	$6,388,800	-5.4%

2008 BUDGET
INSURANCE EXPENDITURE COMPARISON

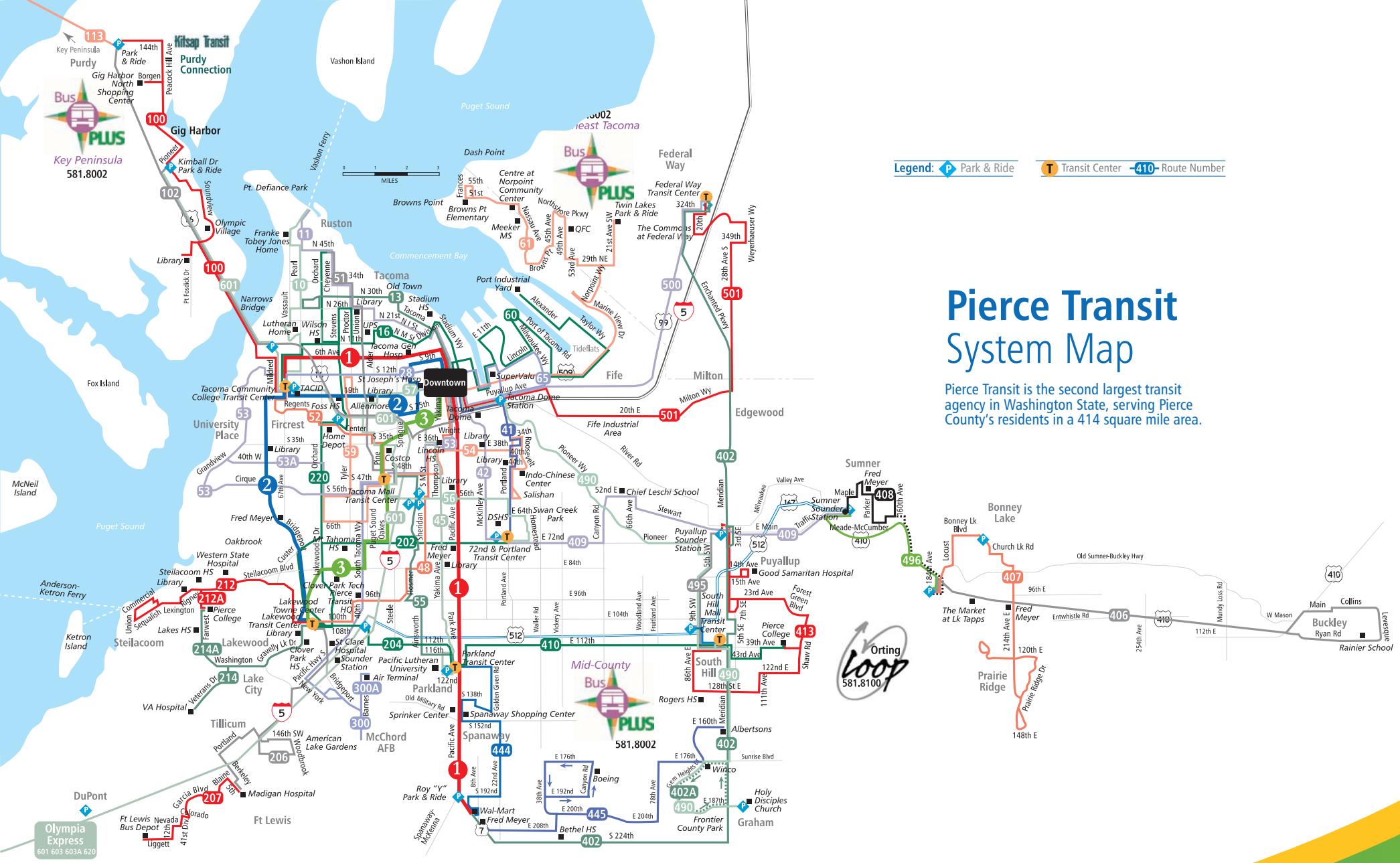
Insurance Expenditure Comparison



Description	2006 ACTUAL	2007 AMENDED BUDGET	2007 YEAR END ESTIMATE	2008 BUDGET	% Change 2008 Budget to 2007 Budget
Liability & Other Insurance					
Liability	$ 756,391	$ 1,078,000	$ 960,000	$ 800,000	-25.79%
Light Duty	121,779	168,000	168,000	170,000	1.19%
Professional Services	92,116	105,000	105,000	123,000	17.14%
Legal Services	71,233	160,000	133,000	140,000	-12.50%
Other Expenses	237,234	160,750	160,750	175,750	9.33%
Liability & Other Insurance	1,278,753	1,671,750	1,526,750	1,408,750	-15.73%
Workers' Comp. Insurance	821,061	1,000,000	950,000	900,000	-10.00%
Unemployment Insurance	93,918	80,000	80,000	80,000	0.00%
TOTAL SELF-INSURANCE	$ 2,193,732	$ 2,751,750	$ 2,556,750	$ 2,388,750	-13.19%



PIERCE TRANSIT


Legend: Park & Ride
Transit Center
Route Number
Kitsap Transit
Purdy Connection
Key Peninsula
581.8002
Mid-County
581.8002
Orting Loop
581.8100
Olympia Express
601 603 603A 620
Downtown
Puget Sound
Vashon Island
Commencement Bay
Gig Harbor
Purdy
Ruston
Tacoma
Fife
Milton
Federal Way
Edgewood
Sumner
Bonney Lake
Puyallup
Fircrest
University Place
Steilacoom
Lakewood
Lake City
Tillicum
McChord AFB
Parkland
Spanaway
Ft Lewis
DuPont
Graham
Buckley
Prairie Ridge
South Hill
Milton
Fox Island
McNeil Island
Anderson-Ketron Ferry
Ketron Island
Dash Point
Browns Point
Port Industrial Yard
Tideflats
Fife Industrial Area
Pt. Defiance Park
Vashon Ferry
Narrows Bridge
Tacoma Dome
Tacoma Mall Transit Center
72nd & Portland Transit Center
Parkland Transit Center
Spanaway Shopping Center
Roy "Y" Park & Ride
Madigan Hospital
Ft Lewis Bus Depot
Puyallup Sounder Station
Sumner Sounder Station
Meade-McCumber
Good Samaritan Hospital
Rogers HS
Albertsons
Winco
Boeing
Bethel HS
Wal-Mart
Fred Meyer
Frontier County Park
Holy Disciples Church
Rainier School
The Market at Lk Tapps
Prairie Ridge
Lakewood Towne Center Transit Center
Pierce College
Clover Park Tech HQ
St Clare Hospital
Sounder Station
Air Terminal
Pacific Lutheran University
Sprinker Center
American Lake Gardens
Madigan Hospital
Tacoma Community College Transit Center
Tacoma Gen Hosp
St Joseph's Hosp
Allenmore
Lincoln HS
Costco
Indo-Chinese Center
Salishan
Swan Creek Park
Chief Leschi School
Good Samaritan Hospital
Fred Meyer
Olympic Village
Franke Tobey Jones Home
Lutheran Home
Wilson HS
Browns Pt Elementary
Meeker MS
Centre at Norpoint Community Center
Twin Lakes Park & Ride
The Commons at Federal Way
Federal Way Transit Center
Steilacoom HS
Western State Hospital
Oakbrook
Fred Meyer
Kimball Dr Park & Ride
Gig Harbor North Shopping Center
Key Peninsula Park & Ride
Park & Ride
Library
Pt Fosdick Dr
Soundview
Pioneer
Peacock Hill Ave
Vashon Ferry
Milwaukee Wy
Port of Tacoma Rd
Alexander
Taylor Wy
Maine View Dr
Norpoint Wy
Enchanted Pkwy
Weyerhaeuser Wy
Milton Wy
River Rd
Pioneer Wy
Stewart
Valley Ave
Meridian
Pacific Ave
Yakima
Sprague
Tacoma Ave
Stadium Wy
Bridgeport
Steilacoom Blvd
Gravelly Lk Dr
Veterans Dr
Portland
Berkeley
Garcia Blvd
Blaine
Colorado
Nevada
Liggett
Golden Given Rd
Spanaway-McKenna
Old Military Rd
Sunrise Blvd
Old Sumner-Buckley Hwy
Entwhistle Rd
Main
Collins
W Mason
Church Lk Rd
Bonney Lk Blvd
Locust
Munday Loss Rd
Prairie Ridge Dr
Forest Green Blvd
Shaw Rd
Meridian
Milwaukee
Traffic
Parker
Maple
Valley Ave
Kimball Dr
Pioneer
Soundview
Pt Fosdick Dr
Library
Pt. Defiance Park
Vashon Ferry
Dash Point
Browns Point
Port Industrial Yard
Tideflats
Fife Industrial Area
Pt. Defiance Park
Narrows Bridge
Fox Island
McNeil Island
Anderson-Ketron Ferry
Ketron Island
Puget Sound
Commencement Bay
Vashon Island
Key Peninsula
Purdy
Gig Harbor

PIERCE TRANSIT

Acronyms are words formed from the initial letters of other words most commonly used in the context of the budget.

ADA – American Disabilities Act
APTA – American Public Transportation Association
CAFR – Comprehensive Annual Financial Report
CMAQ – Congestion Mitigation & Air Quality Program
CNG – Compressed Natural Gas
CTR – Commute Trip Reduction
DOT – Department of Transportation
FTA – Federal Transit Administration
FY – Fiscal Year
GFOA – Government Finance Officers Association
ISTEA – Intermodal Surface Transportation Efficiency Act
JARC – Job Access and Reverse Commute
PCEI – Pierce County Economic Index
PL – Public Law
PT – Pierce Transit
PTBA – Public Transportation Benefit Area
RCW – Revised Code of Washington
SAFETEA-LU – Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
SEA-TAC – Seattle Tacoma
SHUTTLE – Specialized Transportation
ST – Sound Transit
SUV – Special Use Van
TANF – Temporary Aid to Needy Families
TDP – Transit Development Plan
TDS – Tacoma Dome Station
USDOT – United States Department of Transportation
UZA – Urbanized Area
VP – Vanpool
WSDOT – Washington State Department of Transportation
YE – Year End

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.

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.

Bus PLUS – Bus PLUS means transit services differentiated from fixed route service by customer-initiated deviations from routes or schedules. Bus PLUS service does not require complementary ADA paratransit service. The service may replace existing fixed route and paratransit service or may be introduced into areas where service has not previously been provided.

Capital Budget – The Capital Budget is a portion of the annual budget that appropriates funds for the purchase of capital items. It includes funds for capital purchases such as vehicles, construction of new facilities, maintenance machinery, and off-site improvements. In addition, payroll costs and supplies may be capitalized if they are a portion of a project greater than $5,000. These items are distinguished from operating items due to their value (greater than $5,000) and projected useful life (greater than one year). Effective 2002.

Capital Fund Account – An account used to segregate a portion of the Agency's equity to be used for future capital program expenditures. The amount of the capital account is roughly equal to the Agency's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

Congestion Mitigation & Air Quality Program (CMAQ) – A federal program that funds transportation projects that will contribute to meeting the attainment of national ambient air quality standards.

Cost per Passenger – The cost of carrying each passenger. This is determined by dividing the total cost of carrying all passengers by the total number of passenger trips.

Cost per Vehicle Mile – The cost of traveling one mile. This is determined by dividing the total cost of providing service by the total number of miles traveled.

Deadhead Time – The number of hours a bus is traveling while not in revenue service. Includes travel between the garage and the beginning/end of a route or travel between two routes when the vehicle is not actually in service.

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

Debt Service – The annual debt service requirements and future debt service schedule associated with the bonds currently outstanding as determined by the debt policy. Debt service includes the principal and interest payment obligations for the defined periods.

Dedicated Funds – A term used to indicate the purposes (insurance or capital) for which the Agency's year-end balances may be used.

Department – An organizational unit responsible for carrying out major Agency functions, such as transportation services, and human resources.

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

DOT – See USDOT and WSDOT

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

Enterprise Fund – An enterprise fund is a type of proprietary fund used to account for a government's business-type activities. An enterprise fund may be used to report any activity for which a fee is charged to external users for goods or services. Enterprise funds are commonly used by transit districts to focus attention on the cost of providing services, and they serve to highlight the portion of that cost being borne by taxpayers.

Expenditures – Decrease in net current assets. Expenditures include debt service, capital outlays, and those current operating costs that require the use of current assets.

Expenses – Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

Express – A segment of fixed route service that operates between major commuting centers without intermediate stops. This service is designed to be faster and more direct than local fixed route service. Total express is made up of Seattle Express, which is operated for Sound Transit and other express service representing service to Olympia, Federal Way, and the Gig Harbor Peninsula.

Farebox Recovery Ratio – The amount of total fares collected divided by total costs. This ratio indicates how much the passenger provides toward the total cost of service.

Fiscal Year – The fiscal year for Pierce Transit is the calendar year. January 1 through December 31.

Fixed Route – Bus operations that adhere to a published schedule on specific routes.

Full-time Equivalents (FTEs) – A unit used for measuring personnel according to the percentage of hours worked annually, based on a 40-hour workweek.

Fund – A fiscal or accounting entity with a self-balancing set of accounts. A fund is established for the purpose of carrying on specific activities in accordance with specific limitations.

Grants – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending on the purpose of the grant.

Insurance Fund Account – This account reflects the Agency's self-insured risk management programs: liability, workers' compensation, and unemployment benefits. Operating funds pay an appropriate premium into this fund, which then pays all valid claims. Dedicated cash funds to cover potential claims have been accumulated and are maintained in this account. These funds are restricted in their use.

ISTEA – Intermodal Surface Transportation Efficiency Act of 1991. Legislation authorizing funds for highways and mass transportation for 1992 – 1997.

JARC – Job Access and Reverse Commute program. A grant funding support van services for Temporary Aid to Needy Families (TANF) and Welfare to Work recipients to transport eligible individuals with low income to and from jobs and activities related to their employment.

Layover Time – The time a bus is not in service between two scheduled trips.

Local Service – Fixed route bus service which travels within the local service area and makes regular and frequent stops. Pierce Transit's local service area extends north to Browns Point and Fife, south to Graham and DuPont, west to University Place and Key Center (on the Gig Harbor Peninsula), and east to Enumclaw and Buckley.

Maintenance and Operation Expenditures (M&O) – This term refers to expenditures paid to obtain goods or services; including such items as services, supplies, fuel, utilities, insurance, etc. This category does not include personnel or capital expenditures.

Mission Statement – This statement defines the purpose of Pierce Transit, thus providing long-term guidance to the Agency. This Mission Statement is the basis of the Agency's annual goals and objectives.

Modified Accrual Basis of Accounting – This method recognizes increases and decreases in financial resources only to the extent that they reflect near-term inflows or outflows of cash. Non-revenues and expenditures, including capital grant receipts, and capital acquisitions are budgeted on an accrual basis. Debt service principal is budgeted on a cash basis.

Net Cost per Passenger – A measure of the cost-effectiveness of a transit system. This is determined by subtracting total fare revenue from the total cost of providing service, divided by the number of passenger trips.

Operating Budget – A plan of expenditures and proposed sources of financing current service. The operating budget does not include capital or dedicated funds. The principle sources of revenue are operating income, sales tax, investment income and grants. All departments are financed through this budget.

Operating Expenditures – This term refers to the outflow of funds paid, or to be paid, for current goods and services.

Operating Revenue – Funds that the Agency receives as income to pay for ongoing operations. It includes such items as: taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Passengers per Vehicle Hour – The number of passenger trips taken during one hour of service. This is calculated by dividing the total number of service hours by the number of passenger trips.

Performance Indicators – Measures by which Pierce Transit evaluates the effectiveness and efficiency of its operations.

Personnel – This item includes the cost of all salaries, wages, overtime, and benefits associated with the Agency's staff.

Platform Hours – At Pierce Transit, the terms platform hours and service hours are interchangeable (see Service Hours).

Regional Fare Coordination Project (Smart Card) - The Regional Fare Coordination (RFC) Contract, Joint Consultant contracts, and the combined Agency activities related to the RFC System. The System, which comprises Community Transit, Everett Transit, Kitsap Transit, King County Metro, Pierce Transit, Sound Transit, and Washington State Ferries, will provide a common, non-cash fare system throughout the Agencies' service areas.

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

Reserve – An account used to segregate a portion of fund balance to indicate that it is not available for expenditures; or an account used to segregate a portion of fund equity as legally set aside for a specific future use.

Revenue Hours – A calculation of service based on the number of hours a vehicle is in service providing passenger trips (and is potentially collecting fare revenue). Revenue hours do not include deadhead time but do include layover time between trips.

Revenue Miles – A calculation of service based on the number of miles in which a vehicle is in service providing passenger trips (and is potentially collecting fare revenue).

Revenue per Passenger – The amount of revenue received per passenger trip. This is calculated by dividing the total amount of fares collected by the total number of passenger trips.

Revenue Vehicle – Any vehicle which provides service resulting in fare revenue for the Agency.

SAFETEA-LU – Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users. Reauthorization of the federal surface transportation program covering the time periods 2005-2009.

Sales Tax – Tax on certain forms of consumption levied by the State of Washington within the service district for the Agency in the amount of six-tenths of one percent (0.6 percent) (effective 7/1/02).

Sea-Tac – The general geographic area between Seattle and Tacoma.

Self-insurance – The items determined to be administered by the Agency rather than covered by an insurance policy. The costs may include liability claims, workers' compensation, unemployment compensation benefits, related attorney fees and legal costs, supplemental insurance fees, and third party administration charges. The liability claims may be augmented by purchased supplemental liability insurance to insure the Agency has sufficient liability coverage to pay unusual and catastrophic claims without impacting operations.

Service Hours – A calculation of service based on the number of hours a vehicle is on the road (includes revenue, recovery and deadhead hours) (also referred to as "Platform Hours").

Service Miles – A calculation of service based on the number of miles a vehicle is on the road (includes revenue, recovery, and deadhead miles but not training or maintenance road test miles).

SHUTTLE – see Specialized Transportation also known as SHUTTLE.

Smart Card – see Regional Fare Coordination Project.

Sound Transit – Regional Transit Authority. A cooperative known as "Sound Transit" which includes Pierce, King, and Snohomish counties, established to implement a regional, integrated, transit system throughout the Puget Sound area.

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

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

USDOT – United States Department of Transportation. The federal agency responsible for overseeing, regulating and providing financial assistance to ensure safe, effective national transportation systems including the Federal Transit Administration.

Vanpool – A group of 5 to 15 people sharing the ride in an 8, 12, or 15-passenger van.

Vehicle Hours – Aggregation of time during which a transit vehicle leaves the operating base, is available for service, and returns to the operating base. Includes layover and deadhead hours.

Working Cash – Excess of readily available assets over current liabilities or cash on hand equivalents that may be used to satisfy cash flow needs.

WSDOT – Washington State Department of Transportation. The state agency responsible for carrying out state transportation programs including public transportation.