



Pierce Transit has served Pierce County for thirty years. What should the Pierce Transit of tomorrow look like?



# 2010

PIERCE TRANSIT **BUDGET**

Lakewood, Washington

## Mission Statement

*“Pierce Transit connects communities with safe, reliable, customer-friendly transit options.”*

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.



## 2010 BUDGET

Fiscal Year January 1, 2010 through December 31, 2010

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Chief Executive Officer

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

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



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## 2010 BUDGET READERS GUIDE

### In brief:

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

The flow of the document is designed to assist the reader in understanding the current budget with analyses and comparisons, the organization, and the planning and budget processes including financial requirements. Note that some totals may not add due to rounding.

To use this document electronically, go to the table of contents page, when the mouse changes to a pointing finger,  it indicates a link that when clicked will go to the selection. Also, the bookmarks navigation pane can be used by clicking on an entry in the list. To return to the table of contents, click on the Pierce Transit logo in the upper left corner of the page.

### 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, Human Resources & Technology, and Finance, Audit & Administration**. The offices and divisions in each department are included.

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

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

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

The **Capital Budget** includes a Capital Budget Introduction, Revenue, Detail by Category, Capital Summary, Capital Budget Summary by Department, Capital Budget by Project Number, 2010 – 2015 Six-Year Capital Plan Operating Budget Impacts Summary, 2010 – 2015 Six-Year Capital Plan Budget Summary, and 2010 – 2015 Six-Year Capital Plan Capital Plan.

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

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





## 2010 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.

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

- The overall policies which guided the Budget
- The Agency's major expenditures and revenue sources
- The long-term financial outlook of the Agency
- Capital projects
- How Pierce Transit is organized
- Positions / FTEs budgeted for 2010
- Mission and Board Strategic Direction & Goals, Agency Goals & Objectives and Performance Measures
- Expenditure Object Code Definitions
- Ridership, Service Hours, and Service Miles
- Comparison of 2008 Actual, 2009 Amended Budget, 2009 Year-End Estimate, and 2010 Budgeted expenditures
- Primary responsibilities of the department
- Budget expenditures by Department

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

Chief Executive Officer's Budget Transmittal Budget In Brief

Overall Summary

The Next Six Years; Financial Forecast

Capital Budget

Pierce Transit Organizational Chart and Agency Overview

Personnel Summary

Mission and Board Strategic Direction & Goals, Agency Goals & Objectives and Performance Measures

Expenditures

Operating Statistics

Agency Expenditure Comparison

Department Description

Department Summary, Department Expenditure Summary or Department Expenditure Detail

### ***Section:***

Introduction

Budget Summary

Introduction

Capital Budget

Introduction

Budget Summary

Budget Summary

Operating Budget

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Investing in our  
employees today. *Shaping  
the Pierce Transit of tomorrow.*



As a public agency, we know what it means to serve and to work with a higher purpose in mind. Pierce Transit employees thrive on this service ideal. Our employees drive more than buses – they drive our culture, our customer service, and our future. That is why Pierce Transit invests in its workforce. Employees have opportunities to get involved, to participate in decisions, and to develop professional skills.

Project Innovation is the key internal initiative that provides these opportunities. In return, employees are making good on that investment by providing extraordinary efforts to ensure Pierce Transit has a financially sustainable system that the public values and uses.

PT Tomorrow represents many hours of employee time and effort, committed to communicating with our community. At this time of economic uncertainty it is particularly important to keep the public informed, and to stay aligned with their values.



## 2010 BOARD OF COMMISSIONERS

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

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



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



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



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



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



Commissioner Tim Farrell  
Pierce County Council  
Term Expires 5/1/12



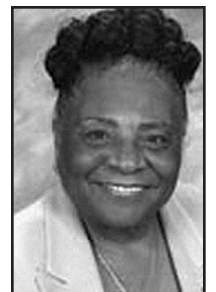
Commissioner Don Malloy  
Mayor City of Puyallup  
Term Expires 5/1/12



Commissioner Pat McCarthy  
Pierce County Executive  
Term Expires 5/1/11



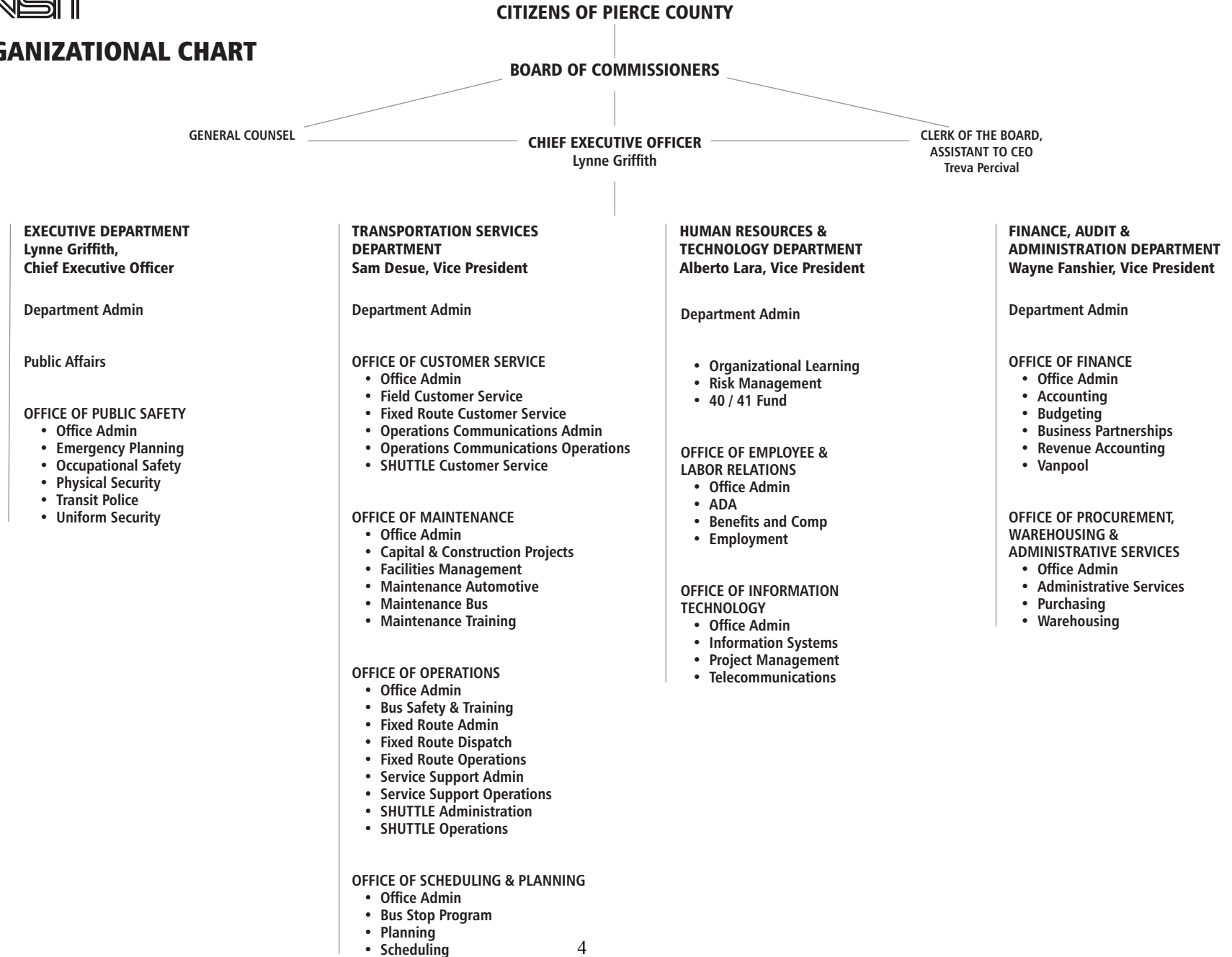
Commissioner Rick Talbert  
Tacoma City Council  
Term Expires 5/1/12



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



## 2010 ORGANIZATIONAL CHART





**2010 BUDGET TRANSMITTAL  
BUDGET IN BRIEF**

**NOVEMBER, 2009**

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



A challenging time for public transit...

The most severe economic recession since the 1930's has increased unemployment and reduced consumer spending. This translates into reduced tax revenues available for transit operations and difficult financial times for the Agency.

As we began planning our 2010 Budget, we had three objectives: maintain service at the highest possible level, improve the efficiency and effectiveness of service, and continue to plan for the future. Pierce Transit is designing a financially sustainable system the community will value and use. These objectives are part of the Pierce Transit (PT) Tomorrow project developed by our Board of Commissioners in 2008 and will assist the Agency in meeting our newly proposed mission of connecting communities with safe, reliable, customer-friendly transit options.

The PT Tomorrow project identifies strategies that will enable the Agency to respond quickly and effectively to changes created by the economic recession. The cornerstones of PT Tomorrow are: system redesign, operational efficiencies, organizational capabilities, and public involvement. We are actively seeking community, customer, and employee involvement as the PT Tomorrow efforts move forward.

Projected revenues for 2009 were negatively impacted by the economy. Sales tax revenue, the Agency's primary funding source, has decreased over \$40 million from 2007 through 2009 projected year-end due to the recession. Sales tax revenues are not anticipated to return to 2007 levels until 2016. At the same time, the cost of labor, benefits, fuel, and materials will continue to increase.



## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF



Given this difficult environment, we have been proactive in responding to the economic downturn by delaying capital projects and reducing expenditures while preserving transit service and jobs. Specifically, in 2009 and 2010, we have done the following:

- Increased fares
- Restricted travel
- Consolidated work functions
- Reduced staff through layoffs and not filling vacant positions
- Canceled a modular facility
- Reduced service hours
- Eliminated bond debt service through early redemption
- Increased employee benefit contributions
- Eliminated cost of living increase for non-represented staff
- Reduced the number of Agency cell phones
- Extended replacement schedules for vehicles and equipment
- Postponed and eliminated major capital projects

Each of these decisions has been difficult. While I am confident that Pierce Transit will continue to make the best use of available funds, it is unrealistic for the Agency to continue to operate current service levels without identifying additional/new revenue. The Agency has initiated a comprehensive system redesign that when completed, will provide the Board of Commissioners several service and funding alternatives to consider. The redesign effort is intended to align service strategies with community values and expressed transit priorities using the most cost effective methods of delivering service.



## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF



To ensure the Agency can complete this important project, the 2010 Budget anticipates using \$5.3 million in reserve funds to meet the necessary expenses of maintaining current service levels. In 2005, the Board of Commissioners established a reserve policy that improved the Agency's fiscal stability during a financial crisis. Pierce Transit will continue to review and reduce expenditures wherever possible.

PT Tomorrow has engaged the public in a robust dialogue about the future of public transportation in Pierce County. The primary messages received from the public are that transit is valued, it is essential to the economic viability of our community, and people want more. As our population continues to grow and the demand for transit increases, I am confident the work of the system redesign project will offer alternatives the Board of Commissioners and the public will be excited about.

A handwritten signature in cursive script, reading "Lynne Griffith".

Lynne Griffith, Chief Executive Officer





## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF

### In brief:

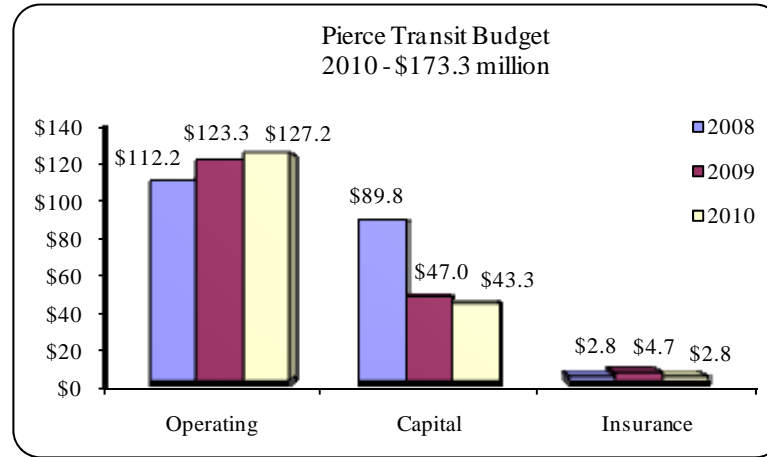
Pierce Transit is a single-enterprise fund. The 2010 preliminary balanced budget totals \$173,343,363. Internal transfers are \$7,598,533 resulting in a net budget of \$165,744,830.

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 account groups referred to as budgets: Operating, Capital, and Insurance. These are treated as separate funds for budget purposes.

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

### Agency Budget Summary



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

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

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





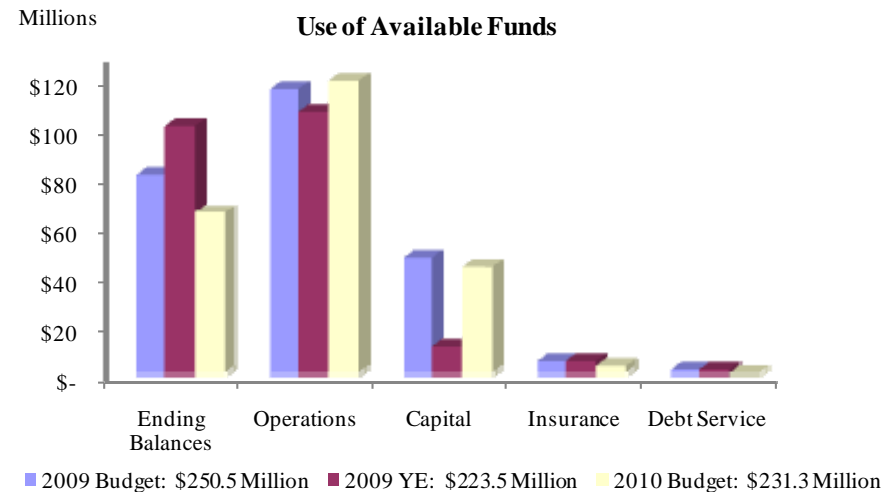
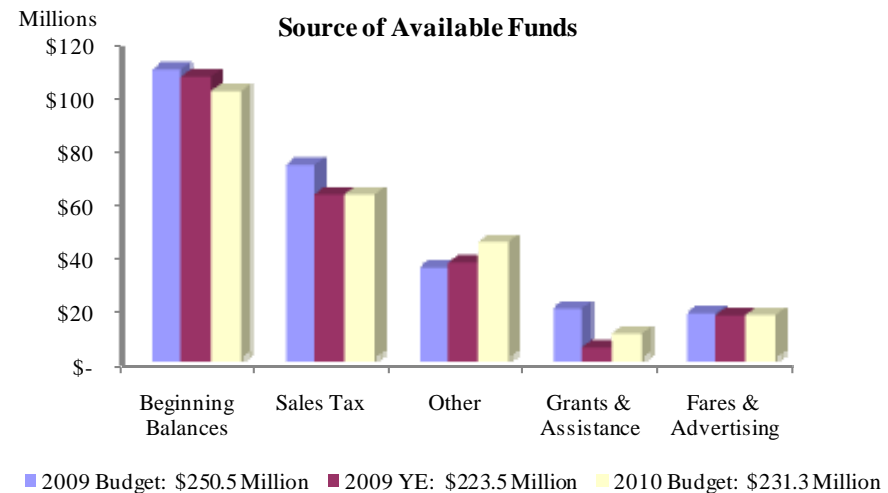
## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF

### A look at the future and the past

A comparison of revenues and expenditures including beginning balances and ending balances for the total Agency 2009 budget, the 2009 year-end estimates, and the 2010 budget is shown.

The change in 2010 revenues is primarily due to a projected decrease in sales tax.

Expenditure changes are driven by personnel costs for wage and labor agreement adjustments, supplies and materials cost increases, and capital projects including carryover projects from 2009.





## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF

### In brief:

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

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

Operating Expenditures – Funds paid for providing transportation services.

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

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

### Operating Budget

The 2010 operating revenues of \$113,395,843 support the operating expenditures of \$118,752,705, non-operating expenditures of \$860,301, and operating transfers of \$7,598,533. Operating transfers support the self-insurance and capital programs. The net change in designated balances is \$13,815,696. The operating budget revenue for 2010 is decreasing by 6.7% and operating expenditures are increasing 2.9% over 2009 Budget.

	2009 Amended Budget	2009 Year-End Estimate	2010 Budget	Budget to Budget Change	
				Amount	%
Operating Revenues	\$ 121,569,266	\$ 114,739,809	\$ 113,395,843	\$ (8,173,422)	-6.7%
Operating Expenditures	(115,392,059)	(105,351,364)	(118,752,705)	(3,360,646)	2.9%
	6,177,206	9,388,445	(5,356,862)		
Non-Operating Expenditures	(2,260,301)	(2,260,301)	(860,301)		
Operating Transfers	(5,642,312)	(5,627,300)	(7,598,533)		
Net Change - Designated Balances	\$ (1,725,407)	\$ 1,500,844	\$ (13,815,696)		

2010 Non-Operating Expenditures include the payment of \$860,301 for the Pierce County Agreement grant exchange funds. The decrease in Non-Operating Expenditures from \$2,260,301 in the 2009 Budget to \$860,301 in the 2010 Budget for \$1,400,000 is a result of the redemption of remaining outstanding sales tax general obligation refunding bonds, series 1999. This redemption resulted in a \$58,500 savings for the Agency.



## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF

### In brief:

The type of revenue and 2010 dollar and percent change from 2009 budget are provided in the table and is briefly explained as follows.

### Explanation of Change:

Fares –  
service reductions  
ridership decrease

Advertising –  
advertising demand

Sound Transit –  
reimbursement rate  
services provided

Sales Tax – estimated revenue

Interest – investment balance  
interest rates

Other – salvage sales

Operating Contributions –  
Grants

### Operating Revenues

	2009 Amended <u>Budget</u>	2009 Year-End <u>Estimate</u>	2010 <u>Budget</u>	Budget to Budget Change <u>Amount</u>	<u>%</u>
Operating Income					
Fares	\$ 15,865,501	\$ 15,186,311	\$ 15,232,074	\$ (633,427)	-4.0%
Advertising	962,500	962,500	1,050,000	87,500	9.1%
Sound Transit	20,472,997	21,505,833	25,280,379	4,807,382	23.5%
Non-Operating Income					
Sales Tax	72,565,753	61,651,911	61,651,911	(10,913,842)	-15.0%
Preventive Maintenance	6,861,081	7,671,476	6,861,081	-	0.0%
Interest	1,315,525	439,134	457,039	(858,486)	-65.3%
Other	750,000	5,050,000	561,284	(188,716)	-25.2%
Operating Contributions	2,775,909	2,272,644	2,302,075	(473,833)	-17.1%
	<u>\$ 121,569,265</u>	<u>\$ 114,739,809</u>	<u>\$ 113,395,843</u>	<u>\$ (8,173,422)</u>	<u>-6.7%</u>

Fares - Revenues are estimated based on ridership projections which are expected to decline 3.0% for the Agency in 2010 due to service hour reductions. There is no fare increase scheduled in 2010. The last fare increase was effective January 1, 2009. This was the first increase since March, 2006. The increase was \$.25 for the local adult fare from \$1.50 to \$1.75. There was no increase for senior/disabled, youth or specialized transportation (SHUTTLE) riders.

Advertising - Revenues are increasing due to projected advertising demand.

Sound Transit - Pierce Transit is under contract with Sound Transit to provide regional express services that operate within and from Pierce County. For 2010, Sound Transit is increasing service hours 17.4% from 179,952 to 211,241. 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 insurance, and special services.



## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF

Sales Tax - The 2010 sales tax projection is based on 2009 collections and economic conditions. There is no change projected from 2009 year-end estimates based on year-to-date July actual collections.

Preventive Maintenance - This source is Federal Transit Administration (FTA) 5307 Preventive Maintenance dollars of \$6,861,081 for 2010. No additional increase is anticipated in 2010.

Interest - Interest revenue estimates are based on investment balances and projected interest rates. Interest rates and available funds to invest have decreased significantly during 2009 resulting in lower interest revenue in 2010.

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. The 2009 year-end estimate includes one-time funds of \$4,400,000 for preventive maintenance from the American Recovery and Reinvestment Act (ARRA) of 2009 (P.L. 11105) ("Recovery Act").

Operating Contributions - Included in the Operating Contributions are grants with Pierce County for \$69,544 for Commute Trip Reduction (CTR) administration and \$145,000 for Pierce County Employer Services Programs. The remainder of the funds provide services required by the Americans with Disabilities Act (ADA) through an agreement with Pierce County for the use of \$1,075,376 in federal formula funds and \$1,012,155 for a Washington Department of Transportation grant for special needs transportation.



## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF

### In brief:

The 2010 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 2010 dollar and percent change from 2009 budget is provided in the table and is briefly explained as follows.

### Explanation of Change:

Wages –  
wage adjustments

Benefits –  
PERS adjustment  
health premium increases

Maintenance & Operating (M&O) –  
fuel prices  
supplies and materials costs

### Operating Expenditures

The focus for 2010 is on increasing efficiency and effectiveness, engaging communities/customers and developing, designing, and implementing innovative services.

Operating expenses for 2010 are projected to total \$118,752,705 for a 2.9% increase over the 2009 Budget. The increase of \$1,352,180 is a result of wage adjustments. The decrease in benefits of \$295,923 is a result of changes in PERS contribution rates, staff reductions, and health premium costs. Maintenance and operating cost increases of \$2,304,389 are attributable to a transfer from the self-insurance budget for liability claims to the operating budget for liability insurance through the Washington State Transportation Insurance Pool, supplies and material costs, fuel prices, improved safety and security of our customers and employees, and inflation.

	2009 Amended <u>Budget</u>	2009 Year-End <u>Estimate</u>	2010 <u>Budget</u>	Budget to Budget Change <u>Amount</u>	<u>%</u>
Wages	\$ 61,117,729	\$ 58,145,693	\$ 62,469,909	\$ 1,352,180	2.2%
Benefits	20,769,534	18,909,370	20,473,611	(295,923)	-1.4%
M & O	33,504,796	28,296,301	35,809,185	2,304,389	6.9%
Total Operations	115,392,059	105,351,364	118,752,705	3,360,646	2.9%
Non-Operating Expenditures	2,260,301	2,260,301	860,301	(1,400,000)	-61.9%
Total	<u>\$ 117,652,360</u>	<u>\$ 107,611,665</u>	<u>\$ 119,613,006</u>	<u>\$ 1,960,646</u>	1.7%



## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF

The fuel prices from 2009 Amended Budget and 2010 Budget are shown below.

Fuel Prices				
	2009 Budget	2010 Budget	\$ Change 2009 Budget to 2010 Budget	
Unleaded	\$ 3.000	\$ 2.900	\$	- 0.100
Diesel	\$ 3.250	\$ 2.900	\$	- 0.350
CNG Jan/Oct	\$ 1.011	\$ 0.959	\$	-0.052
CNG Nov/Dec	\$ 0.959	\$ 0.957	\$	-0.002

The changes from the 2009 budget to the 2010 budget are as follows:

Wages - The 2.2% increase in wages includes budgeted wage adjustments. The current Master Agreement with the transit union is for a three-year period, July 1, 2008 through June 30, 2011. The next increase of 4% is scheduled for July 1, 2010. No increase is budgeted in 2010 for non-represented employees.

The 2010 Budget includes 1,022 positions and 1,018.1 full-time equivalents (FTEs). There are no increases in staff positions in the 2010 Budget. A total of 7 positions have been eliminated from the 2009 Budget level due to service reductions.

Benefits - The Washington State Public Employees Retirement System (PERS) decreased the employer contribution rate from 8.31% to 5.33% of eligible wages effective July 1, 2009 and a further reduction to 5.31% of eligible wages effective September 1, 2009. Benefit costs are accelerating for health benefits. The primary health benefit provider is increasing the premium by 11.8%.

Maintenance and Operations - The 2010 Maintenance and Operations (M&O) Budget is \$35,809,185. This is an increase of \$2,304,389 or 6.9% over 2009 Budget. Included in the increase is the change from self-insuring liabilities with expense in the Self-Insurance budget to joining WSTIP and a premium increase of \$1,319,000 resulting in a transfer of expense from the insurance budget to the operating budget, an election cost estimate of \$600,000, and the elimination of the Alternative Fuel Tax Credit of approximately \$1,200,000. Without these changes, the change from the 2009 Budget to 2010 Budget would be a decrease of \$814,611 or 2%.

Fuel - Fuel costs, representing approximately 6% of the operating budget, are increasing approximately \$845,113. This increase is primarily a result of the elimination of the Alternative Fuel Tax Credit of approximately \$1,200,000. It is possible that this credit could be reauthorized or extended by Congress beyond the



## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF

### In brief:

#### Itemization of Budgetary Changes

The 2010 total operating budget is 2.9% above the 2009 budget. An itemization of this increase is shown in the following chart.

#### Itemization of Budgetary Changes

Category	% Change
Wages	1.2%
Benefits	-0.3%
Services	-0.1%
Supplies	-0.3%
Fuel	0.7%
Repairs & Maintenance	-0.1%
Rentals	-0.1%
Utilities	-0.4%
Purchased Transportation	1.0%
Insurance	1.1%
Other	0.3%
<b>Total</b>	<b>2.9%</b>

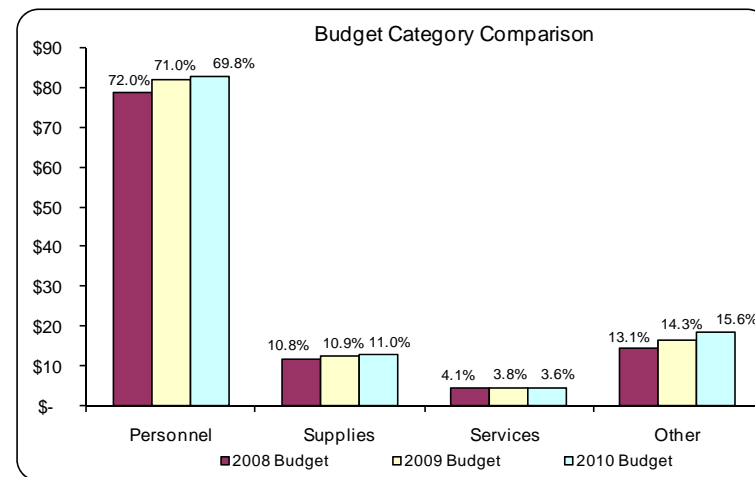
current December 31, 2009 expiration date. Compressed Natural Gas (CNG) comprises 43% of the fuel costs. The Pierce Transit fleet is 100% CNG powered. The CNG price reflects changes in transportation charges. The diesel and unleaded costs are based on the best information available. Diesel costs are reimbursed by Sound Transit.

### Debt

Pierce Transit has no debt following the early redemption of the outstanding bonds in the amount of \$1,335,000 in August, 2009. This resulted in a \$58,500 debt service saving to Pierce Transit. Additional information on debt may be found in the Debt section of this document.

### Budget category comparison

As shown in the graph below, while the operating budget expenditures have increased, the operating budget categories are nearly identical in all years. Personnel costs continue to be approximately 70%, supplies 11%, services 4%, and other 15% of the operating budget.





## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF

### In brief:

The 2010 Capital Budget is responsive to customer's needs and is comprised of the following categories.

#### Revenue Vehicles – 31%

*Provide customers a comfortable and reliable mode of transportation*

#### Passenger Facilities & Amenities – 9%

*Serve as the front door to the transit system*

#### Base Facilities – 11%

*Support the efficiency of the Agency*

#### Technology – 31%

*Improve information and services to the public*

#### Other – 18%

*Maintain equipment*

### Capital

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

Capital projects for 2010 are budgeted at \$43,327,867. Approved but unspent projects are carried over to the following budget year. The 2010 budget contains approximately \$37 million of prior year budgeted funds (carryover), the majority of which is for the Mobile Communications Project at \$6.6 million and the American Recovery and Reinvestment Act, stimulus-funded Bus Replacement project at \$5.4 million. Expenditures are supported by \$17 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
<b>Revenue Vehicles</b>	\$ 12,514,981	\$ 878,559	\$ 13,393,539
(Bus - 9 replacement, Bus PLUS - 5 replacement, Vanpool - 88 replacement, Shuttle Vehicles - 28 replacement)			
<b>Passenger Facilities and Amenities</b>	2,559,926	1,309,473	3,869,399
(Parkland Transit Center, Tacoma Dome Station, Study of Tacoma Community College)			
<b>Base Facilities</b>	3,694,136	964,373	4,658,509
Base master plan for facility condition and efficiency, replacements related to safety and security)			
<b>Technology</b>	10,903,714	2,793,440	13,697,154
(Mobile Communications System, Regional Fare Integration)			
<b>Other</b>	7,461,386	247,880	7,709,266
(Support vehicles, maintenance equipment, Downtown Tacoma and Pacific Ave. Signal Priority Projects)			
	<b>\$ 37,134,143</b>	<b>\$ 6,193,725</b>	<b>\$ 43,327,867</b>





## **2010 BUDGET TRANSMITTAL BUDGET IN BRIEF**

### **Self-Insurance**

The 2010 budget of \$2,803,950 reflects a decrease of \$1,940,372 from the 2009 Amended Budget of \$4,744,322. Workers' Compensation costs are projected to decrease by 23% as a result of 2009 expenses being unusually high, more effective workers' compensation claims management and the Agency's light duty program. Third Party Liability costs are projected to decrease by 64% from 2009. This is a result of a transfer from the self-insurance budget for liability claims to the operating budget for liability insurance through the Washington State Transportation Insurance Pool.

### **Ending Balances**

Ending balances include the required reserves for the operating, capital, and insurance budgets as of December 31 that include designated and undesignated amounts.

The Board of Commissioners required reserve policy follows:

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

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

Insurance reserve - a level adequate to protect the agency from self-insurance claims (currently \$2 million).



## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF

### **In brief:**

“The recession in Pierce County is anticipated to continue through the first half of 2010. It will come to an end during the third quarter of the year. This recession will be the deepest, longest, and most severe in the past 40 years.”

This is according to the Tacoma-Pierce County Chamber of Commerce Pierce County Economic Index report given during the Chamber’s Horizons 2010 forecast event. For the year as a whole, the 2009 Pierce County Economic Index (PCEI) will drop by 3.1% from 2008. This will be the largest year-over-year drop recorded by the PCEI, a clear indication of the depth and severity of the current economic recession.

The 2010 PCEI will show a very small year-over-year decline of 0.2%. For the first time since at least the mid - 1970’s the PCEI will register back-to-back annual declines.

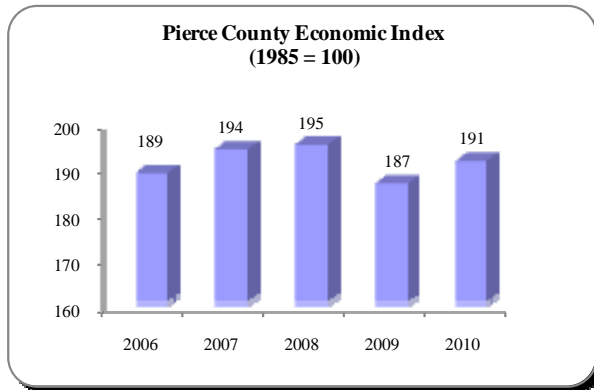
### **Economic Outlook**

A challenging time for public transit...

The most severe economic recession since the 1920’s has increased unemployment and reduced consumer spending. This translates into reduced tax revenues available for transit operations and difficult financial times for the Agency. Projected revenues for 2009 were negatively impacted by the economy. Sales tax revenue, the Agency’s primary funding source, has decreased over \$40 million from 2007 through 2009 projected year-end due to the recession. Sales tax revenue is projected to be 70% of Pierce Transit operating revenues excluding Sound Transit revenue and 54% if Sound Transit is included in 2010. The local economic conditions play a major part in the sales tax revenue generation. The sales tax rate for Pierce Transit at six-tenths of one percent is anticipated to generate approximately \$62 million dollars in sales tax revenue in 2010 nearly the same level as the projected 2009 collections. In creating the long-term financial plan and preparing the annual budget, local conditions and issues are closely examined. A major source of information is The Pierce County Economic Index Report (PCEI). The report is provided annually and constructed from more than 25 local, regional, and national data sets and supported by major Pierce County businesses and the Tacoma-Pierce County Chamber of Commerce. This report, prepared by University of Puget Sound professors Bruce Mann, Ph.D. and Douglas Goodman, Ph.D., continues to be the foremost regional tool for planning ahead. The data is reconfigured and recalibrated each year to take advantage of new information, data, and conditions. There is extensive analysis of the year’s local economic events, a review of the prior forecasts and consideration of national and international activity. Information from this unique and exceptional business tool rarely duplicated in other communities provides the information that follows.



## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF



Stagnant incomes will keep consumer spending, an important contributor to Pierce County's economy, in check through most of 2010. The 2010 annual average Pierce County unemployment rate of 9.3% is up three-and-one-half points from the 2008 annual rate. This year-over-year increase will be the largest on record. Some of the increase is due to job losses. Equally important is the increase in local labor supply as the number of workers increase. The 2009 rate will be eight-tenths of a percentage point above 2008. The 2010 rate will be just about unchanged from 2009 – but in 2010 the unemployment rate trend will improve.

The Pierce County recession in 2009 means fewer jobs, lower wages, and reduced work-hours, pushing down total personal income. Pierce County's total personal income will move up by 5.7% in 2010 as the recovery takes hold. However, much of the added purchasing power will be eroded by inflation, as real total personal income will increase by only 1.7%.

In 2010, income growth will exceed the population increase, so per capita income will rise. The average resident's income will move up to \$34,700, a gain of 3.7% from 2009. However, inflation will wipe out the gain, as real per capita income will drop by 0.8% from 2009. The typical Pierce County resident's purchasing power – real income, in 2010 will be back to its 2005 level.

Single-family sales activity will start increasing in the fourth quarter of 2009. The tax credit, a recovering local economy, attractive financing options and bargain priced units will continue to push up single family housing activity in 2010. As the tax credit disappears and with fewer bargains on the market, sales will moderate in the second half of the year. For the year, the Housing Index will move up by 9.8%.



## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF

Multi-family units demand will increase modestly in 2010, perhaps enough to keep the vacancy rate below 10%. Pierce County's improving job and employment outlook and the stricter requirements for financing home purchases will provide some help to the apartment market in 2010. But an improved single-family housing market, high troop deployment rates, and no projected increase in the size of the military will soften demand for multi-family units. Financing for new construction will be very difficult to put together, as lenders will remain cautious about financing new commercial real estate projects. On the supply side, not much new product will come to the market in 2009 or 2010. For the 2010 forecast, the multi-family housing market will remain fairly flat.

The commercial real estate outlook for this forecast is mixed. The most significant challenge will be competition from the north. The choice of Russell Investments to move from downtown Tacoma to Seattle is the most visible result. With Seattle vacancy rates possibly reaching 20%, landlords there will be willing to deal for tenants. Some available space in Tacoma's central business district will provide competition but local owners will have to be willing to make concessions. The most difficult part of the commercial market will be retail. This sector has been hard hit by the recession. With cautious lenders and weak demand, rents and vacancy will suffer throughout 2010.

The outlook for the industrial real estate market in Pierce County is not bright for the first time in five years. Vacancy rates will move up, rent soften, and regional competition will intensify. Since much of the space in Pierce County is fairly new and flexibly designed, the county should be able to compete favorably and retain current tenants.



## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF

The Port of Tacoma will see a further decline in volume for the Port's container volume. There will be an additional 15.4% decline from 2009 levels, due solely to international trade declines. Domestic volume will be flat. The Port's breakbulk (items too large or awkward for efficient shipment in containers) and auto lines of business are projected to have little or a very low 1% growth in 2010.

The three most important drivers of retail spending are income, confidence, and credit. All of these have deteriorated during the current recession. Retail market conditions eroded, home equity borrowing came to a halt, households lost homes to foreclosure, new home sales declined, increased mortgage payments drained income from retail activity. All this added to people losing jobs and income, and higher gasoline prices redirected consumer spending to the gas pump and away from other local area retailers. And, the national recession and falling consumer confidence kept tourists and visitors away from the Pacific Northwest and Pierce County. It is no surprise then, that retail spending growth in Pierce County turned negative and spending fell.

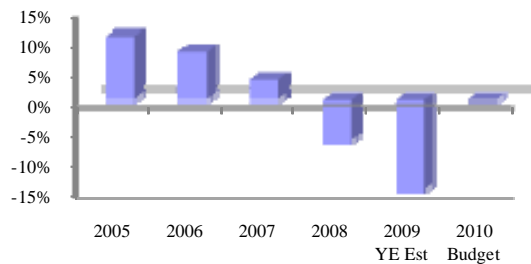
For 2009, retail spending in Pierce County will drop by 7.5%, a loss of \$415 million dollars from 2008. When adjusted for inflation, real retail sales in 2009 will be down by about 7.5%. An improved economy, a stronger housing market, and low interest rates will increase retail spending in Pierce County throughout 2010.

For 2010, dollar retail volume will exceed 2009 by 2%. A total of \$5.2 billion will be spent in the county during 2010 – up by \$100 million from 2009 – putting local merchants back up to where they were in 2004. Inflation will more than wipe out the dollar gains in 2010. Real retail activity, the amount of merchandise leaving stores, will decline by 1.8% in 2010 compared to 2009.



## 2010 BUDGET TRANSMITTAL BUDGET IN BRIEF

Sales Tax Revenue Growth



The real (inflation adjusted sales) volume of activity in each quarter of 2010 will be below the corresponding quarter of 2009 with real sales in the 2010 holiday season down 1.5% from 2009.

Pierce Transit's primary funding source, sales tax, has been negatively impacted by the recession. The revenues have decreased over \$40 million from 2007 through 2009 projected year-end. The collections are not expected to return to the 2007 levels until 2016. Actual collections received through September (collections are on a two month lag) project a decrease for the year of 13.7% from 2008. The actual decrease in 2008 from 2007 was 7.0%. These decreases are far below the 6.8% average increase in collections over the prior six years.

### Conclusion

While many feel the recession is over, the recovery is projected to be slow. A cautious consumer, a larger government, new regulatory environment, new credit world, and an altered tax system will contribute to a changed environment. As the Pierce County recovery takes hold, total personal income will begin increasing in 2010. However, much of the added purchasing power will be eroded by inflation. One economist has stated, "The excitement is not over!" In response to the economic condition, the Agency has taken steps to delay capital projects and reduce expenditures while preserving transit service and jobs as described in more detail in the budget transmittal. These steps and the efforts to identify a system redesign to provide current service levels and obtain additional/new revenue will hopefully allow the Agency to continue to provide public transportation that benefits the community.



## 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.

## 2010 BUDGET FACT SHEET



AGENDA NO: 1

AGENDA DATE: 12/14/09

## FACT SHEET

TITLE: Adoption of the 2010 Budget

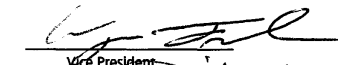
DEPARTMENT: Finance, Audit & Administration

ORIGINATOR: Wayne Fanshier

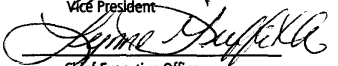
PRECEDING ACTION: Budget Study Session November 9, 2009

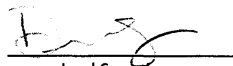
COORDINATING DIVISION: All

APPROVED FOR SUBMITTAL:

  
Vice President

APPROVED FOR AGENDA:

  
Chief Executive Officer

  
Legal Counsel

ATTACHMENTS: Resolution

### BUDGET INFORMATION

#### 2010 Budget Appropriations

	Expenditures	Revenues
Operating Budget		
Operating	\$ 118,752,705	\$ 41,562,453
Non-Operating	860,301	69,531,315
Operating Contributions	-	2,302,075
Operating Transfers	7,598,533	-
Change in Designated Balances	-	13,815,696
	<u>127,211,539</u>	<u>127,211,539</u>
Capital Budget		
Operating	43,327,874	17,235,179
Operating Transfers	-	4,874,800
Use of Designated Balances	-	21,217,895
	<u>43,327,874</u>	<u>43,327,874</u>
Insurance Budget		
Operating	2,803,950	66,602
Operating Transfers	-	2,723,733
Use of Designated Balances	-	13,615
	<u>2,803,950</u>	<u>2,803,950</u>
<b>Total Appropriations</b>	<b>173,343,363</b>	<b>173,343,363</b>
Less Operating Transfers	<u>(7,598,533)</u>	<u>(7,598,533)</u>
<b>Net Budget</b>	<b>\$ 165,744,830</b>	<b>\$ 165,744,830</b>

Explanation: The 2010 Budget totals \$173,343,363 for the operating, capital, and insurance budgets. Of this amount, \$7,598,533 is internal transfers, which leaves a net budget of \$165,744,830.



## 2010 BUDGET FACT SHEET

### FACT SHEET PAGE 2

**BACKGROUND:** Pierce Transit's 2010 Budget is ready for adoption. Pierce Transit fixed route service will decrease hours by 5.8%, service miles 6.1%, and ridership 4.8%. Sound Transit express bus service hours will increase 17.4%, service miles 17.4%, and ridership 17.4%. Pierce Transit and Sound Transit combined anticipate annual service hours of 833,695, service miles of 13,640,271, and 17,152,677 in overall fixed route ridership. Specialized Transportation (SHUTTLE) ridership is projected to increase by 0.6% for a total of 470,009. Vanpool ridership is projected to decrease by 20.5% to 728,630. The decline in Vanpool from last year is due to the recession. The combined total Agency annual ridership is expected to be 18,351,316.

To provide the planned level of service (Local, Bus PLUS, Express, SHUTTLE, and Vanpool), the Agency's combined budget is \$173,343,363. Of this amount, \$7,598,533 represents internal transfers, which leaves a net budget of \$165,744,830. The three components that make up this amount are the Operating Budget (73%), Capital Budget (25%), and Insurance Budget (2%).

Operating expenditures are budgeted at \$127,211,539. This includes Non-Operating expenditures of \$860,301 and Operating Transfers of \$7,598,533. Operating expenditure changes of 2.9% over 2009 are a result of contractual wage adjustments, PERS contribution rates, staff reductions, and health premium costs. There is no budgeted increase in wages for non-represented employees. Maintenance and operating cost increases are attributable to a transfer from the self-insurance fund for liability claims to the operating fund for liability insurance through the Washington State Transportation Insurance Pool, supplies and material costs, inflation, fuel prices and the elimination of the Alternative Fuel Tax Credit for compressed natural gas use in vehicles of approximately \$1,200,000. It is possible that the credit may be reauthorized or extended by Congress beyond the current December 31, 2009, expiration date.

The 2010 Budget includes 1,022 positions and 1,018.1 full-time equivalents (FTEs). There are no increases in staff positions in the 2010 Budget. A total of 7 positions have been eliminated from the 2009 Budget level due to service reductions.

Capital projects for 2010 are budgeted at \$43,327,874. 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 2010 budget contains approximately \$37 million of prior year budgeted funds (carryover) the majority of which is for the Mobile Communications System at \$6.6 million, ARRA funded bus replacements at \$5.4 million and CNG Compressor/Equipment at \$1.6 million, Shuttle and Vanpool replacements at \$6.2million, a 100% FTA funded Transit Signal Priority project in downtown Tacoma that will provide improvements that support both transit and LINK light rail at \$2.7 million, and Regional Fare Integration at \$1.9 million. The only new capital in 2010 is critical, emergent, or supported by additional funding.

The insurance budget of \$2,803,950 reflects a decrease of \$1,940,372 from the 2009 Amended Budget of \$4,744,322. Workers' Compensation costs are projected to decrease by 23% as a result of 2009 expenses being unusually high, more effective workers' compensation claims management, and the Agency's light duty program. Third Party Liability costs are projected to decrease by 64% from 2009. This is a result of a transfer from the self-insurance fund for liability claims to the operating fund for liability insurance through the Washington State Transportation Insurance Pool.





## **2010 BUDGET FACT SHEET**

### **FACT SHEET PAGE 3**

Revenue to support the 2010 budget will come from a variety of sources. Given the current economic situation, there is no change projected in sales tax revenue from 2009 year-end estimates based on year-to-date July actual collections. The operating budget's revenues include \$61,651,911 in sales tax, \$15,232,074 in passenger fares, \$6,861,081 from the Federal Transit Administration (FTA) for preventive maintenance, and \$25,280,379 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 is estimated to begin 2010 with a \$100,559,187 balance and end 2010 with \$65,511,981. The ending balance consists of \$55,213,306 in the operating budget, \$8,298,675 in the capital budget, and \$2,000,000 in the insurance budget. The capital budget balance is decreasing as of result of project completions. These balances exceed the Pierce Transit Board of Commissioners adopted reserve policy for 2010.

**ALTERNATIVES:** The Agency is required to have an adopted budget for 2010. The Board, prior to that time or anytime throughout the budget year, can make modifications to the budget.

**RECOMMENDATION:** Adoption of the 2010 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.

## 2010 BUDGET RESOLUTION

### RESOLUTION NO. 09- 023

A RESOLUTION of the Board of Commissioners of Pierce Transit  
Adopting the Annual Budget for Fiscal-Year 2010

WHEREAS, the Chief Executive Officer has prepared a preliminary budget for Fiscal Year 2010; 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 2010 Budget proposes service to provide 18,351,316 passenger trips, and the service requires a workforce of 1,022 positions; and

WHEREAS, the Board of Commissioners of Pierce Transit has recognized that the salaries and wages in the 2010 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, 2010, to be partial compensation for services rendered on and after January 1, 2010, 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 2010 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 2010.

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:



## 2010 BUDGET RESOLUTION

1	2010 Appropriations		
2		Expenditures	Revenues
3			
4	Operating	\$127,211,539	\$127,211,539
5	Capital	43,327,874	43,327,874
6	Insurance	<u>2,803,950</u>	<u>2,803,950</u>
7	Total Appropriations	173,343,363	173,343,363
8			
9	Less Operating Transfers	<u>(7,598,533)</u>	<u>(7,598,533)</u>
10			
11	Net Budget	<u>\$165,744,830</u>	<u>\$165,744,830</u>
12			
13			

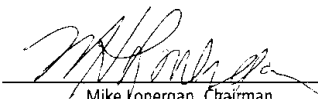
14        Section 3. The Chief Executive Officer is hereby authorized to staff up to 1,022 positions to  
15 meet the objectives of the 2010 Budget.

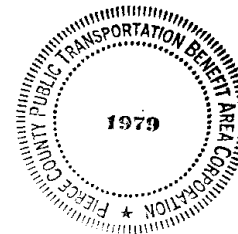
16        Section 4. The salaries and wages paid to the non-bargaining personnel on and after  
17 January 1, 2010, are only partial compensation for services to be rendered to Pierce Transit during the first pay  
18 period commencing on or after January 1, 2010, and pay periods thereafter.

19        ADOPTED by the Board of Commissioners of Pierce Transit at a regular meeting thereof held  
20 on the 14th day of December 2009.

ATTEST:

  
Treva Percival, CMC  
Clerk of the Board

  
Mike Lonergan, Chairman  
Board of Commissioners



RESOLUTION NO. 09- 023  
PAGE 2





**2010 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, 2009**. 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.*

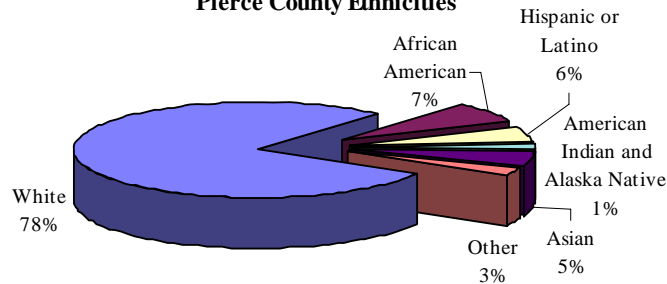
*This is the seventeenth year Pierce Transit has received this award.*





## 2010 BUDGET OUR COMMUNITY

**Pierce County Ethnicities**



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

Pierce County's official and most recent 2009 population estimate is 813,600 according to the state Office of Financial Management up from 586,000 in 1990. There is an increase of 8,200 from the prior year, 1% for both the unincorporated and 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.



## 2010 BUDGET OUR COMMUNITY



Today, Pierce County with 24 cities and towns contains a diverse economy and is home to the deep water Port of Tacoma convenient to Pacific Rim Trade; world class firms including Boeing, Intel, and the Frank Russell Company; and three major military installations employing approximately 25,000 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 will decline 0.25% in Pierce County in 2020 for about 650 fewer jobs. On an annual basis, the Pierce County unemployment rate for 2010 will average 9.2%. After nearly two years of declining jobs in Pierce County, the economy will begin to generate new employment opportunities in the second half of 2010.

The Pierce County personal income growth will be 5.7% in 2010. However, much of the added purchasing power will be eroded by inflations, as real total personal income will increase by only 1.7%, about half of the county's longer-term average experience. In 2010, income growth will exceed the population increase, so per capita income will rise. The average resident's income will move up to \$34,700, a gain of 3.7% from 2009. However, inflation will wipe out the gain, as real per capita income will drop by 0.8% from 2009. The typical Pierce county resident's purchasing power – real income, in 2010 will be back to its 2005 level.

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





## 2010 BUDGET OUR COMMUNITY



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

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

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

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







## 2010 BUDGET OUR CUSTOMERS

### In brief:

#### Commuters



#### Non-commuters Students



As stated in the Agency's Mission, Pierce Transit connects communities with safe, reliable customer-friendly transit options. 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 37% riding ten or more years.

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



**2010 BUDGET  
AGENCY OVERVIEW**

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

The Authority's service area includes the incorporated cities and towns of Bonney Lake, Buckley, DuPont, Edgewood, Fife, Fircrest, Gig Harbor, Lakewood, Milton, Orting, Pacific, Puyallup, Ruston, Steilacoom, Sumner, Tacoma and University Place, along with the portion of Auburn in Pierce County and some unincorporated areas of Pierce County. It covers approximately 414 square miles containing an estimated population of 754,655 as reported by the state Office of Financial Management as of September 22, 2009.

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 on the Appendix tab of this document. Ridership on the system has grown from 9.4 million in 1980 to 18.4 million projected for 2010.

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



## 2010 BUDGET AGENCY OVERVIEW

### Board of Commissioners

Nine members

Three-year term

Elected officials

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

### Agency

Departments

Offices

Divisions

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

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

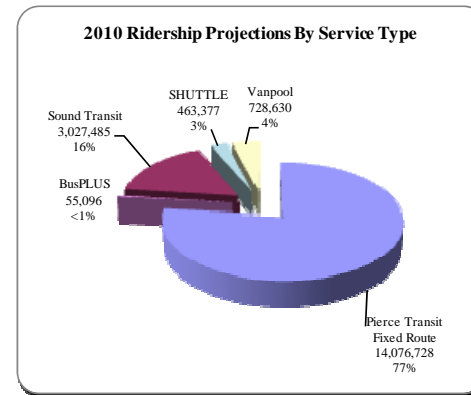


## 2010 BUDGET SERVICES PROVIDED BY PIERCE TRANSIT

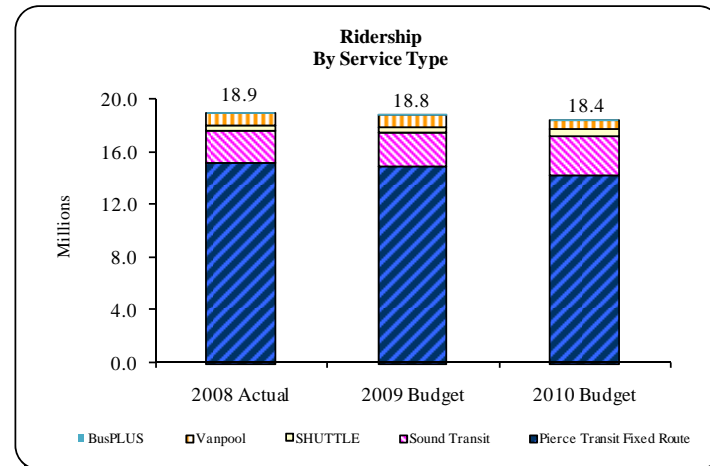
### In brief:

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

The type of service and number of riders and percent of total for 2010 is projected as follows:



Overall Agency ridership is projected to decline 2.4% in 2010 over the 2009 Budget due to service hour reductions. Pierce Transit Fixed Route Local, Express, and BusPLUS are projected to decrease 4.8% and Vanpool by 15.2%. There is a slight increase projected for SHUTTLE at 1.8% due to demand, and an increase in Sound Transit ridership by 17.4% due to an increase in contracted service hours.





## 2010 BUDGET SERVICES PROVIDED BY PIERCE TRANSIT



### 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 over 14 million passenger boardings expected in 2010, local fixed route bus service constitutes the largest portion of the Agency's mix of services and accounts for 77% of the Agency's total ridership.

#### Express

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

#### BusPLUS

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





## 2010 BUDGET SERVICES PROVIDED BY PIERCE TRANSIT



### Sound Transit

Pierce Transit operates nine express routes that are funded by Sound Transit. They link Pierce County with destinations in King County, including Downtown Seattle, the University of Washington, SeaTac Airport, and Downtown Auburn. Sound Transit express services also link Sumner with Downtown Tacoma. With the construction of High Occupancy Vehicle (HOV) lanes along the I-5 corridor, Sound Transit express routes effectively compete with private automobiles in terms of travel time. In 2009, it is estimated that Sound Transit will account for approximately 14% of the Agency's total ridership. Express service begins at 2:15 a.m. and ends at 12:56 a.m.

### Specialized Transportation (SHUTTLE)

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



### Rideshare/Vanpools

Pierce Transit's rideshare program was implemented in 1982. Pierce Transit helped form a Regional Ridematch system in 1991, a state-wide system in 2005, and actively participates in keeping this system up to date so that ridematch services can be provided to individuals who have similar commute origins and destinations. This web-based system currently has a base of over 20,000 names from which to match carpools and vanpools and now spans three states. WSDOT released an RFP in late 2008 to replace the current system; Pierce Transit participates on the design and implementation team. Implementation of the new system is expected to occur in mid-2010.





## **2010 BUDGET**

### **SERVICES PROVIDED BY PIERCE TRANSIT**



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 2010, 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 2009, the vanpool program will provide approximately 917,000 passenger trips for approximately five percent of the Agency's total ridership. The special use van program, a subset of the vanpool program, will provide about 30,000 passenger trips. A special use van is a 15-passenger van supplied to sheltered workshops to transport their developmentally disabled clients to and from work. Pierce Transit absorbs the cost of the vehicle acquisition, operation, maintenance, and insurance. In turn, the workshop is responsible for providing a qualified driver and scheduling daily pick-ups and drop-offs of clients. The special use van program is a creative option for reducing costs and improving service quality to people with disabilities.



## 2010 BUDGET PHYSICAL PLANT

### The transit base:

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

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

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



### Transit Centers and Stations

- ❖ **72<sup>nd</sup> Street Transit Center** - The 72<sup>nd</sup> Street Transit Center is located on the northwest corner of E. 72<sup>nd</sup> Street and Portland Avenue E in 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 Transfer Facility** - Located along Commerce Street between S. 9<sup>th</sup> and S. 13<sup>th</sup> Streets in Tacoma's downtown core, Commerce includes a customer service office (The Bus Shop), ten passenger boarding zones, and a bus turnaround/layover facility. Each weekday 25 bus routes make 1,268 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 777 trips through this facility each weekday.
- ❖ **Parkland Transit Center** - The Parkland Transit Center is located on the northwest corner of Pacific Avenue and S. 121<sup>st</sup> Street in Parkland. Each weekday, six bus routes make 410 trips through this facility, which includes a 62-stall park & ride.
- ❖ **South Hill Mall Transit Center** - The South Hill Mall Transit Center is located in Puyallup on the northwest corner of 5<sup>th</sup> Street SE. and 112<sup>th</sup> Street E., next to the south end of the South Hill Mall. Each weekday, six bus routes make 189 trips through this facility, which includes a 350-stall park & ride.
- ❖ **Tacoma Community College Transit Center** - Located on the Tacoma Community College campus on the northeast corner of S. 19<sup>th</sup> and Mildred Streets in Tacoma, this facility is served by 10 bus routes making 559 weekday trips. Adjacent to the transit center is a 95-stall park & ride.





## 2010 BUDGET PHYSICAL PLANT



- ❖ **Tacoma Dome Station** - This facility is located two blocks north of the Tacoma Dome on Puyallup Avenue between E Street and G Street. The Tacoma Dome Station is the Tacoma station for the Sounder Commuter Rail and Link Light Rail. The Greyhound passenger terminal is also located at the station. The 13 routes that serve this facility make a total of 481 weekday trips. It consists of a 2,363 parking stall garage, 80 of which are reserved for short-term parking for Freighthouse Square, connected to a covered waiting area that serves six local routes and seven regional express routes. Other amenities include bike lockers and racks, 24-hour security, and a customer service outlet.
- ❖ **Tacoma Mall Transit Center** - The Tacoma Mall Transit Center is located across S. 48<sup>th</sup> Street on the south side of the Tacoma Mall. Ten bus routes make 559 weekday trips through this facility.



### Park & Ride Lots and Bus Stops

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



## 2010 BUDGET PHYSICAL PLANT



### Other Facilities

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

### Sound Transit facilities served jointly by Pierce Transit

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

### Other facilities served by Pierce Transit

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





## 2010 BUDGET BUSINESS PLANNING PROCESS

### **In brief:**

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

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

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

### **The process**

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

Pierce Transit's goals and strategies are outlined in the Strategic Business Plan. It includes a forecast of service and capital facility needs through the year 2020 and is based on the region's long-range policy plan, VISION 2020. Both documents describe a vision that focuses on regional centers and emphasizes compact development patterns that support high-quality public transportation services. The broad categories make a more efficient system, make a more effective system, and keep pace with community growth. The Agency's plans are designed to be compatible with the region's goals so that the Agency may operate as a partner in regional transportation. The Strategic Business Plan was last reviewed and revised in 2003, and is typically updated every three to five years, or as operating conditions change. The Agency is currently conducting a system redesign study in cooperation with a consulting team to align resources with community needs and contribute to the planning process. The planning process 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.



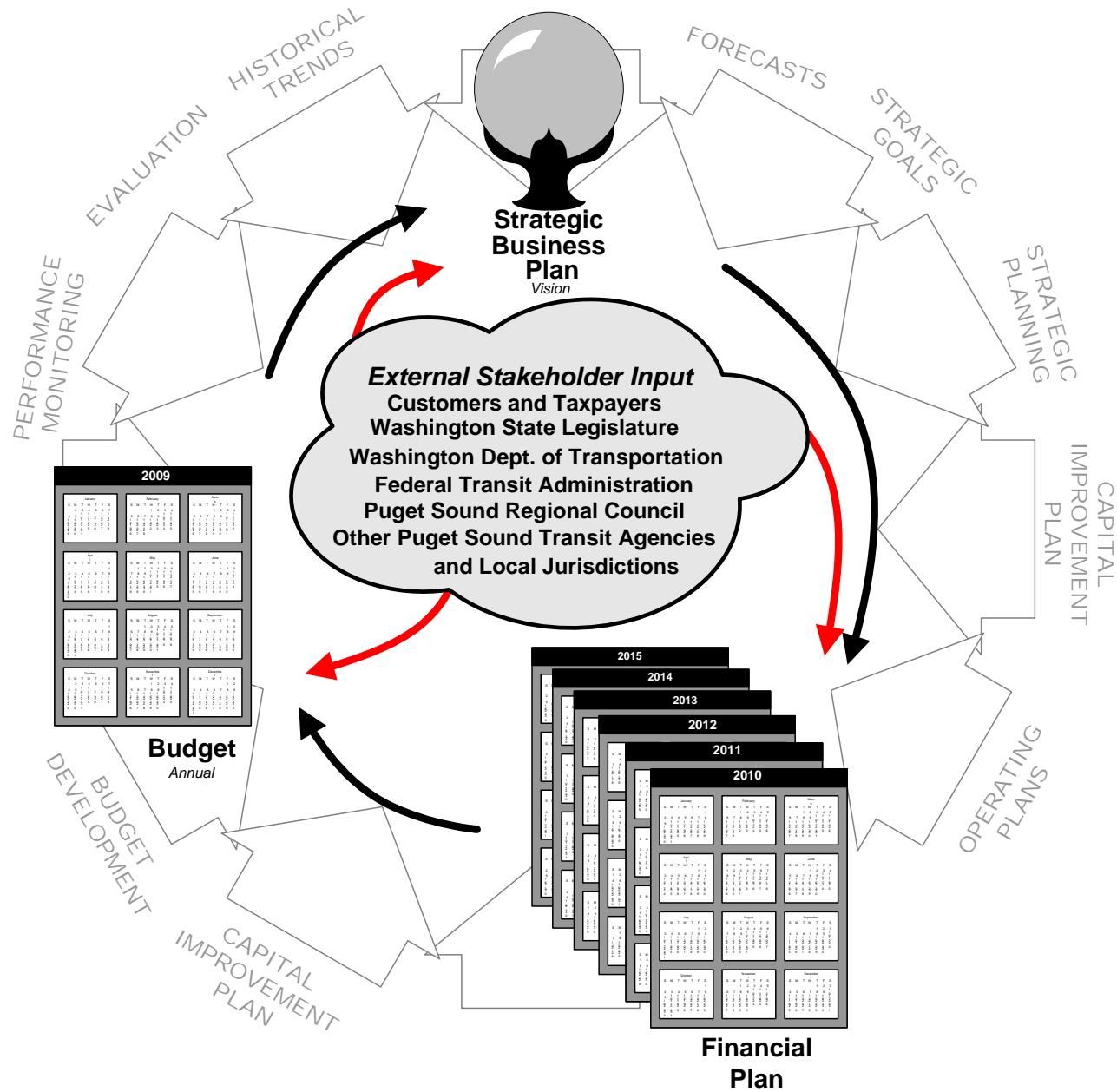
## **2010 BUDGET BUSINESS PLANNING PROCESS**

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

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

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

## BUSINESS PLANNING PROCESS





**2010 BUDGET  
THE NEXT SIX YEARS  
2010 - 2015**

**In brief:**

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

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

The 2010 – 2015 financial plan is sustainable at the 2010 Budget level through 2011. Beyond that time, new funding will be necessary to continue Pierce Transit's current operating commitments.

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

The Financial Plan looks to the future. Capital and operating expenses are projected to total more than \$985 million over six years. Pierce Transit is heavily dependent on sales tax revenue, comprising 70% of the Agency operating revenue. The rate of revenue growth is dependent on local economic conditions. Taxable retail sales have plunged 20% for \$15.2 million from 2007 to 2009 and are not expected to return to the 2007 level until 2016. It is estimated that it will take more than ten years before the region's tax base will provide the same purchasing power that it had in 2007.

➤ **Service operations**

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

Fixed Route Services

- Make schedule reliability adjustments to improve on-time performance
- Work with the public and agency stakeholders in identifying the route structure to best serve the residents in the Pierce Transit service area
- Provide service that links economic centers while attempting to preserve geographic equity and retain system safety
- Improve productivity on low performing routes and route segments

Specialized Transportation (SHUTTLE)

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



**2010 BUDGET  
THE NEXT SIX YEARS  
2010 - 2015**

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

Vanpool

- Due to financial constraints and without new funding, no expansion is planned for the next six years
- Work with the region's vanpool program providers to match potential customers with available vehicles
- Develop employer partnership throughout the region to reduce single occupant vehicle trips to their worksites
- Work with state and partner jurisdictions to further implement the requirements of the 2007 Commute Trip Reduction (CTR) Efficiency Act

➤ **Capital investments**

- Improve schedule reliability by working with partners to continue implementation of Transit Signal Priority and support other treatments such as queue-jump lanes and HOV bypass lanes
- Implement additional security improvements by adding digital cameras on buses
- Work with partners to install a regional smart card fare collection system
- Investigate all funding and grant opportunities
- Diversify bus fleet and investigate alternative modes of service delivery

**PIERCE TRANSIT**  
**2010-2015 Six-Year Financial Plan**  
**Operating Revenues & Expenditures**

(Millions)	2009 Projected	2010 Budget	2011	2012	2013	2014	2015
<b>REVENUES -</b>							
BEGINNING WORKING CASH	\$67.528159	\$69.029002	\$55.216666	\$31.666253	\$1.359662	-\$36.673070	-\$79.519576
<b>OPERATING INCOME</b>							
FARES AND PASSES							
Local Fares	12.264649	12.212701	12.263293	14.510928	14.656037	16.970312	17.140015
Express Fares (Excludes ST)	0.150733	0.151048	0.151673	0.179472	0.181267	0.209890	0.211989
Shuttle	0.410929	0.413326	0.422993	0.510263	0.525550	0.620738	0.639694
Vanpool	2.360000	2.455000	2.856230	3.074819	3.074819	3.074819	3.074819
Subtotal- Fares and Passes	15.186311	15.232074	15.694189	18.275481	18.437672	20.875759	21.066516
SALES TAX	61.651911	61.651911	62.884949	64.771498	67.362357	70.730475	74.266999
OPER. ASSIST. CTR/VANPOOL	0.197268	0.214544	0.100990	0.100990	0.100990	0.100990	0.100990
SPECIAL NEEDS PROGRAM FUNDS	1.000000	1.012155	1.012155	1.012155	1.012155	1.012155	1.012155
INTEREST	0.439134	0.460399	0.427218	0.238316	-0.359659	0.000000	0.000000
<b>ADVERTISING</b>							
Contract Advertising - Pierce Transit Revenue	0.962500	1.050000	1.100000	1.100000	1.100000	1.100000	1.100000
<b>SOUND TRANSIT</b>							
ST Express Reimb.	18.970821	23.175250	24.510506	26.212769	28.042248	29.700475	31.069730
ST TDS Reimb.	0.874577	0.892069	0.914370	0.946373	0.984228	1.023597	1.064541
Special Service	0.200000	0.204000	0.209100	0.216419	0.225075	0.234078	0.243441
Other ST Reimb.	1.460435	1.009060	0.200000	0.200000	0.200000	0.200000	0.200000
<b>MISCELLANEOUS</b>							
Operating Grant (5307)/Pierce County	1.075376	1.075376	1.075376	1.075376	1.075376	1.075376	1.075376
Preventive Maint. (5307) / ADA	7.671476	6.861081	6.861081	6.861081	6.861081	6.861081	6.861081
Other Miscellaneous	5.050000	0.561284	0.200000	0.200000	0.200000	0.200000	0.200000
TOTAL OPERATING INCOME	114.739808	113.399203	115.189934	121.210457	125.241523	133.113985	138.260829
TOTAL REVENUES & WORKING CASH	\$182.267967	\$182.428205	\$170.406600	\$152.876710	\$126.601185	\$96.440916	\$58.741253



**PIERCE TRANSIT**  
**2010-2015 Six-Year Financial Plan**  
**Operating Revenues & Expenditures**

(Millions)	2009 Projected	2010 Budget	2011	2012	2013	2014	2015
<b>EXPENDITURES -</b>							
<b>Ongoing Operations</b>							
Wages	\$58.145693	\$62.469909	\$64.916410	\$67.855731	\$71.268692	\$74.854561	\$78.622208
Benefits	18.909370	20.473611	23.545609	26.783894	30.013864	32.458688	33.683597
M & O	11.918431	15.820361	16.420798	16.995526	17.675347	18.382360	19.117655
Fuel	5.046133	7.154705	7.189194	7.602607	7.828984	8.044047	8.132186
Parts	3.281226	3.614391	3.757572	3.889087	4.044650	4.206436	4.374694
Purchased Trans.	7.949711	9.112028	9.886681	10.197403	10.520840	10.857517	11.207978
Bridge Tolls	0.100800	0.107700	0.248760	0.322425	0.333900	0.345375	0.345375
<b>Special Projects</b>							
Communications Syst. Operations	0.000000	0.000000	1.900000	2.020000	2.640000	2.778300	2.778300
Base Expansion Operations	0.000000	0.000000	0.100000	0.100000	0.100000	0.100000	0.100000
TOTAL EXPENDITURES: w/out Debt Payment and Depreciation	105.351364	118.752706	127.965022	135.766672	144.426278	152.027284	158.361992
<b>Non-Operating Costs</b>							
Long-Term Debt	1.400000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Payments to Pierce Co for 5307 Agreement	0.860301	0.860301	0.860301	0.860301	0.860301	0.860301	0.860301
Subtotal	2.260301	0.860301	0.860301	0.860301	0.860301	0.860301	0.860301
EXPENDITURES (w/ Debt & Reimbursements)	107.611665	119.613006	128.825323	136.626973	145.286579	152.887585	159.222293
<b>CURRENT REVENUES LESS CURRENT</b>							
EXPENDITURES	7.128143	-6.213804	-13.635390	-15.416517	-20.045056	-19.773600	-20.961464
<b>TRANSFERS -</b>							
Capital Reserve	2.500000	4.874800	7.100000	13.000000	15.000000	20.000000	35.610668
Insurance	3.127300	2.723732	2.815024	1.890074	2.987676	3.072907	3.160844
Subtotal Transfers	5.627300	7.598532	9.915024	14.890074	17.987676	23.072907	38.771512
TOTAL EXPENDITURES AND TRANSFERS	113.238965	127.211538	138.740347	151.517047	163.274255	175.960492	197.993805
ENDING WORKING CASH	69.029002	55.216666	31.666253	1.359662	-36.673070	-79.519576	-139.252552
REQUIRED CASH	17.558561	19.792118	21.327504	22.627779	24.071046	25.337881	26.393665
<b>TOTAL EXPENDITURES</b>							
& WORKING CASH	\$182.267967	\$182.428205	\$170.406600	\$152.876710	\$126.601185	\$96.440916	\$58.741253
<b>MARGIN / (DEFICIT)</b>	<b>\$51.470441</b>	<b>\$35.424549</b>	<b>\$10.338749</b>	<b>-\$21.268116</b>	<b>-\$60.744116</b>	<b>-\$104.857457</b>	<b>-\$165.646218</b>

**PIERCE TRANSIT**  
**2010-2015 Six-Year Financial Plan**  
**Ending Balances**

(Millions)	2009 Projected	2010 Budget	2011	2012	2013	2014	2015
<b><u>OPERATING FUND</u></b>							
Operating Fund Beginning Balance	\$67.528159	\$69.029002	55.216666	31.666253	1.359662	-36.673070	-79.519576
<b>Revenue</b>							
Operating Income	114.739808	113.399203	115.189934	121.210457	125.241523	133.113985	138.260829
Subtotal - Operating Revenue	114.739808	113.399203	115.189934	121.210457	125.241523	133.113985	138.260829
<b>Expenditures</b>							
Operating Expenditures	107.611665	119.613006	128.825323	136.626973	145.286579	152.887585	159.222293
Transfers	5.627300	7.598532	9.915024	14.890074	17.987676	23.072907	38.771512
Subtotal - Operating Expenditures	113.238965	127.211538	138.740347	151.517047	163.274255	175.960492	197.993805
<b>Operating Fund Ending Balance</b>	<b>\$69.029002</b>	<b>\$55.216666</b>	<b>\$31.666253</b>	<b>\$1.359662</b>	<b>-\$36.673070</b>	<b>-\$79.519576</b>	<b>-\$139.252552</b>
<b>Required Margin</b>	17.558561	19.792118	21.327504	22.627779	24.071046	25.337881	26.393665
<b>Margin / (Deficit)</b>	51.470441	35.424549	10.338749	-21.268116	-60.744116	-104.857457	-165.646218
<b><u>CAPITAL FUND</u></b>							
Beginning Reserves	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000
<b>Revenue</b>							
<b>5307 Funding</b>							
5307 Earned Share	7.671476	6.861081	6.861081	6.861081	6.861081	6.861081	6.861081
5307 Competitive Funds	0.000000	0.000000	0.000000	0.592583	0.000000	0.000000	0.000000
Less Preventive Maintenance	-7.671476	-6.861081	-6.861081	-6.861081	-6.861081	-6.861081	-6.861081
5307 Funds Available for Capital Projects	0.000000	0.000000	0.000000	0.592583	0.000000	0.000000	0.000000
<b>Pierce County 5307</b>							
5307 Revenues from Pierce Co Agreement	1.075376	1.075376	1.075376	1.075376	1.075376	1.075376	1.075376
Pierce Co. 5307	-1.075376	-1.075376	-1.075376	-1.075376	-1.075376	-1.075376	-1.075376
Pierce County 5307 Available for Capital	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
<b>Flexible Funds &amp; Earmarks</b>							
Federal Flex Funds - Regional	0.000000	2.555802	0.000000	0.000000	0.000000	0.000000	0.000000
Federal Flex Funds - Countywide	1.000000	0.552964	1.765202	0.570111	0.000000	0.000000	0.000000
Earmarks - 5309	0.000000	0.000000	0.000000	2.942653	1.000000	0.000000	0.000000
<b>Sound Transit</b>							
Sound Transit Base Expansion	0.000000	0.289368	0.000000	3.494298	0.000000	0.000000	0.000000
Sound Transit - Other Capital	0.990000	1.940672	0.000000	0.000000	0.000000	0.000000	0.000000
<b>Other Funding</b>							
State Funding	0.000000	1.803650	0.000000	0.000000	0.000000	0.000000	0.000000
Interest	0.229546	0.221374	0.082987	0.124918	-0.494069	-0.369320	-0.331234
Other Capital Revenues	0.081975	9.871349	0.000000	0.000000	0.000000	0.000000	0.000000
<b>Contributions from Other Funds</b>							
Transfer from Operating Fund	2.500000	4.874800	7.100000	13.000000	15.000000	20.000000	35.610668
Proceeds from Bond Debt	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
<b>Total Capital Revenues &amp; Reserves</b>	<b>4.801521</b>	<b>22.109979</b>	<b>8.948189</b>	<b>20.724563</b>	<b>15.505931</b>	<b>19.630680</b>	<b>35.279434</b>

**PIERCE TRANSIT**  
**2010-2015 Six-Year Financial Plan**  
**Ending Balances**

(Millions)	2009	2010	2011	2012	2013	2014	2015
	Projected	Budget					
<b>Expenditures</b>							
Revenue Vehicles	0.497298	13.393539	6.142502	29.306914	3.791271	14.230285	13.474148
Passenger Facilities & Amenities	0.001910	3.869399	0.040826	0.000000	0.000000	0.000000	0.000000
Base Facilities	0.387088	4.658509	0.362921	15.660240	0.611323	0.758561	1.690466
Technology	9.710823	13.697154	0.696763	8.343232	0.407580	0.686208	0.222761
Other	0.002591	7.709266	1.675970	0.445531	0.765107	0.223928	0.552308
Total Capital Expenditures (Inflated)	10.599710	43.327867	8.918982	53.755917	5.575281	15.898981	15.939683
<b>USE OF CAPITAL RESERVE</b>	<b>-5.798189</b>	<b>-21.217888</b>	<b>0.029207</b>	<b>-33.031354</b>	<b>9.930650</b>	<b>3.731698</b>	<b>19.339752</b>

**CAPITAL RESERVE**

<b>Revenue</b>							
Beginning Reserves	\$35.314759	\$29.516570	\$8.298682	\$8.327889	-\$24.703465	-\$14.772816	-\$11.041117
Total Capital Revenues	4.801521	22.109979	8.948189	20.724563	15.505931	19.630680	35.279434
<b>TOTAL CAPITAL RESERVE REVENUES &amp; BEGINNING RESERVE</b>	<b>40.116280</b>	<b>51.626549</b>	<b>17.246871</b>	<b>29.052452</b>	<b>-9.197535</b>	<b>4.857864</b>	<b>24.238317</b>
<b>Expenditures</b>							
Capital Expenditures	10.599710	43.327867	8.918982	53.755917	5.575281	15.898981	15.939683
<b>CAPITAL RESERVE - Req'd \$8.298635</b>	<b>\$29.516570</b>	<b>\$8.298682</b>	<b>\$8.327889</b>	<b>-\$24.703465</b>	<b>-\$14.772816</b>	<b>-\$11.041117</b>	<b>\$8.298635</b>

**INSURANCE FUND**

<b>Revenue</b>							
Beginning Balance	\$3.007462	\$2.013616	\$2.000000	\$2.000000	\$1.000000	\$1.000000	\$1.000000
ST Reimbursement	0.581476	0.051500	0.053045	0.054636	0.056275	0.057964	0.059703
Interest on Insurance Fund	0.041700	0.015102	0.020000	0.030000	0.020000	0.025000	0.030000
Transfer	3.127300	2.723732	2.815024	1.890074	2.987676	3.072907	3.160844
<b>Expenditures</b>							
Payments from Insurance Fund	4.744322	2.803950	2.888069	2.974711	3.063952	3.155870	3.250547
<b>Insurance Fund Ending Balance</b>	<b>\$2.013616</b>	<b>\$2.000000</b>	<b>\$2.000000</b>	<b>\$1.000000</b>	<b>\$1.000000</b>	<b>\$1.000000</b>	<b>\$1.000000</b>
<b>TOTAL ENDING BALANCES</b>	<b>\$100.559188</b>	<b>\$65.515348</b>	<b>\$41.994142</b>	<b>-\$22.343803</b>	<b>-\$50.445885</b>	<b>-\$89.560693</b>	<b>-\$129.953918</b>



Our PT Tomorrow Team  
is engaging the community  
to meet current challenges.



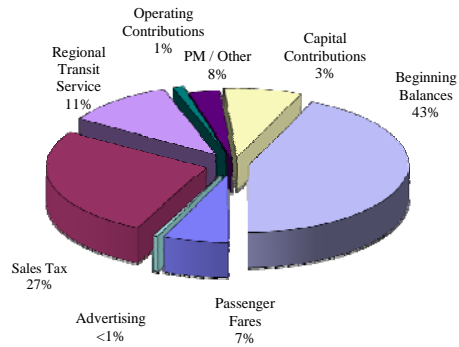
In Pierce County, public transportation faces an uncertain future. While everyone hopes the economy will rebound soon, we must be prepared for whatever the future may bring.

Pierce Transit staff conducted two leadership summits, nine community workshops, and spoke to over fifty groups. Priorities and efficiencies were explored. Groups learned about transit, while sharing ideas. Workshops explored the values of various communities, including where they'd choose to see improvements and least like to see reductions.

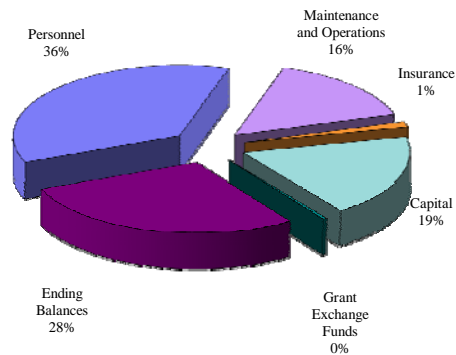
PTtomorrow.org was created to provide access to information and to give citizens the opportunity to participate.



## Revenues



## Expenditures



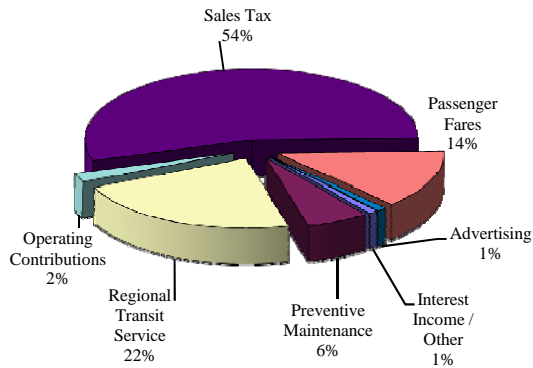
## 2010 BUDGET OVERALL SUMMARY

	2008 YEAR-END ACTUALS	2009 AMENDED BUDGET	2009 YEAR-END ESTIMATE	2010 BUDGET	% CHANGE 2010 BUDGET TO 2009 BUDGET
<b>REVENUES</b>					
<b>OPERATING INCOME</b>					
Passenger Fares	\$13,878,407	\$15,865,501	\$15,186,311	\$15,232,074	-4.0%
Advertising	968,104	962,500	962,500	1,050,000	9.1%
Regional Transit Service (Sound Transit)	17,925,453	20,472,997	21,505,833	25,280,379	23.5%
<b>NON-OPERATING INCOME</b>					
Sales Tax	71,752,351	72,565,753	61,651,911	61,651,911	-15.0%
Preventive Maintenance	6,861,081	6,861,081	7,671,476	6,861,081	0.0%
Other	8,784,309	6,474,088	6,423,831	11,181,008	72.7%
<b>CONTRIBUTIONS</b>					
Operating	2,715,219	2,775,908	2,272,644	2,302,075	-17.1%
Capital	3,544,210	15,899,243	1,990,000	7,142,456	-55.1%
<b>REVENUES</b>	<b>126,429,134</b>	<b>141,877,071</b>	<b>117,664,505</b>	<b>130,700,984</b>	<b>-7.9%</b>
<b>BEGINNING BALANCES</b>					
Working Cash	58,709,563	67,086,030	67,528,159	69,029,002	2.9%
Insurance	5,023,808	3,428,615	3,007,461	2,013,615	-41.3%
Capital Reserve	48,865,697	38,081,098	35,314,759	29,516,570	-22.5%
<b>BEGINNING BALANCES</b>	<b>112,599,068</b>	<b>108,595,743</b>	<b>105,850,379</b>	<b>100,559,187</b>	<b>-7.4%</b>
<b>TOTAL REVENUES AND BALANCES</b>	<b>\$239,028,202</b>	<b>\$250,472,814</b>	<b>\$223,514,884</b>	<b>\$231,260,171</b>	<b>-7.7%</b>
<b>EXPENDITURES</b>					
<b>OPERATING EXPENDITURES</b>					
Personnel	\$74,850,042	\$81,887,263	\$77,055,063	\$82,943,520	1.3%
Maintenance and Operations	30,165,961	33,504,796	28,296,301	35,809,185	6.9%
Insurance	3,174,572	4,744,322	4,744,322	2,803,950	-40.9%
<b>NON-OPERATING EXPENDITURES</b>					
Debt Service	532,991	1,400,000	1,400,000	-	-100.0%
Grant Exchange Funds	860,301	860,301	860,301	860,301	0.0%
<b>CAPITAL EXPENDITURES</b>					
Capital	23,593,958	47,046,459	10,599,710	43,327,874	-7.9%
<b>EXPENDITURES</b>	<b>133,177,825</b>	<b>169,443,141</b>	<b>122,955,697</b>	<b>165,744,830</b>	<b>-2.2%</b>
<b>ENDING BALANCES</b>					
Working Cash	67,528,159	65,360,623	69,029,002	55,216,666	-15.5%
Insurance	3,007,462	2,470,177	2,013,615	2,000,000	-19.0%
Capital Reserve	35,314,757	13,198,873	29,516,570	8,298,675	-37.1%
<b>ENDING BALANCES</b>	<b>105,850,378</b>	<b>81,029,673</b>	<b>100,559,187</b>	<b>65,515,341</b>	<b>-19.1%</b>
<b>TOTAL EXPENDITURES AND BALANCES</b>	<b>\$239,028,202</b>	<b>\$250,472,814</b>	<b>\$223,514,884</b>	<b>\$231,260,171</b>	<b>-7.7%</b>

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



## Operating Revenues

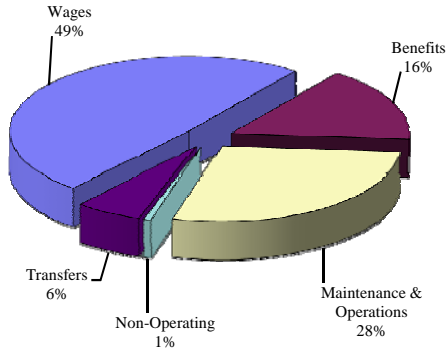


## 2010 BUDGET OPERATING SUMMARY - REVENUES

	2008 YEAR-END ACTUALS	2009 AMENDED BUDGET	2009 YEAR-END ESTIMATE	2010 BUDGET	% CHANGE 2010 BUDGET TO 2009 BUDGET
<b>OPERATING REVENUES</b>					
<b>OPERATING INCOME</b>					
Passenger Fares	\$13,878,407	\$15,865,501	\$15,186,311	\$15,232,074	-4.0%
Advertising	968,104	962,500	962,500	1,050,000	9.1%
Regional Transit Service (Sound Transit)					
Express Reimbursement	16,926,861	18,970,821	18,970,821	23,175,250	22.2%
TDS Reimbursement	602,356	994,576	874,577	892,069	-10.3%
Special Service Reimbursement	251,005	222,600	200,000	204,000	-8.4%
Other Reimbursement	145,232	285,000	1,460,435	1,009,060	254.1%
<b>OPERATING INCOME</b>	<b>32,771,964</b>	<b>37,300,998</b>	<b>37,654,644</b>	<b>41,562,453</b>	<b>11.4%</b>
<b>NON-OPERATING INCOME</b>					
Sales Tax	71,752,351	72,565,753	61,651,911	61,651,911	-15.0%
Preventive Maintenance	6,861,081	6,861,081	7,671,476	6,861,081	0.0%
Interest Income	1,734,405	1,315,525	439,134	460,399	-65.0%
Other	112,870	750,000	5,050,000	561,284	-25.2%
<b>NON-OPERATING INCOME</b>	<b>80,460,707</b>	<b>81,492,359</b>	<b>74,812,520</b>	<b>69,534,675</b>	<b>-14.7%</b>
<b>OPERATING CONTRIBUTIONS</b>					
CTR / Vanpool Assistance	156,331	215,990	197,268	214,544	-0.7%
Grant Exchange Funds	1,075,376	1,075,376	1,075,376	1,075,376	0.0%
Special Needs Transportation Grant	1,483,512	1,484,542	1,000,000	1,012,155	-31.8%
<b>OPERATING CONTRIBUTIONS</b>	<b>2,715,219</b>	<b>2,775,908</b>	<b>2,272,644</b>	<b>2,302,075</b>	<b>-17.1%</b>
<b>TOTAL OPERATING REVENUES</b>	<b>115,947,891</b>	<b>121,569,265</b>	<b>114,739,808</b>	<b>113,399,203</b>	<b>-6.7%</b>
BEGINNING BALANCE	58,709,563	67,086,030	67,528,159	69,029,002	2.9%
<b>TOTAL OPERATING REVENUES AND BEGINNING BALANCE</b>	<b>\$174,657,454</b>	<b>\$188,655,295</b>	<b>\$182,267,967</b>	<b>\$182,428,205</b>	<b>-3.3%</b>



## Operating Expenditures & Transfers



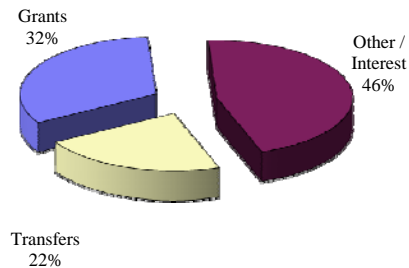
## 2010 BUDGET OPERATING SUMMARY - EXPENDITURES

	2008 YEAR-END ACTUALS	2009 AMENDED BUDGET	2009 YEAR-END ESTIMATE	2010 BUDGET	% CHANGE 2010 BUDGET TO 2009 BUDGET
<b>OPERATING EXPENDITURES</b>					
<b>OPERATING</b>					
<b>PERSONNEL</b>					
Wages	\$56,209,861	\$61,117,729	\$58,145,693	\$62,469,909	2.2%
Benefits	18,640,181	20,769,534	18,909,370	20,473,611	-1.4%
<b>PERSONNEL</b>	<b>74,850,042</b>	<b>81,887,263</b>	<b>77,055,063</b>	<b>82,943,520</b>	<b>1.3%</b>
<b>MAINTENANCE &amp; OPERATIONS</b>					
Supplies	13,044,116	12,562,444	10,613,628	13,035,669	3.8%
Services	3,639,559	4,409,754	3,552,873	4,260,351	-3.4%
Insurance (Purchased)	683,448	595,500	585,500	1,862,500	212.8%
Utilities	1,424,564	1,754,243	1,387,710	1,284,534	-26.8%
Repairs	203,028	396,002	327,068	278,571	-29.7%
Rentals	228,289	249,644	182,025	132,052	-47.1%
Purchased Transportation	7,777,352	8,001,629	7,949,711	9,112,028	13.9%
Other	3,165,605	5,535,580	3,697,786	5,843,480	5.6%
<b>MAINTENANCE &amp; OPERATIONS</b>	<b>30,165,961</b>	<b>33,504,796</b>	<b>28,296,301</b>	<b>35,809,185</b>	<b>6.9%</b>
<b>OPERATING</b>	<b>105,016,003</b>	<b>115,392,059</b>	<b>105,351,364</b>	<b>118,752,705</b>	<b>2.9%</b>
<b>NON-OPERATING EXPENDITURES</b>					
Debt Service	532,991	1,400,000	1,400,000	-	-100.0%
Grant Exchange Funds	860,301	860,301	860,301	860,301	0.0%
<b>NON-OPERATING</b>	<b>1,393,292</b>	<b>2,260,301</b>	<b>2,260,301</b>	<b>860,301</b>	<b>-61.9%</b>
<b>TOTAL EXPENDITURES</b>	<b>106,409,295</b>	<b>117,652,360</b>	<b>107,611,665</b>	<b>119,613,006</b>	<b>1.7%</b>
<b>TRANSFERS</b>					
Liability and Other Insurance Transfer	(290,000)	(379,737)	(682,700)	736,402	-293.9%
Workers' Comp. Transfer	1,010,000	3,522,049	3,810,000	1,987,331	-43.6%
Capital Reserve	-	2,500,000	2,500,000	4,874,800	95.0%
<b>TRANSFERS</b>	<b>720,000</b>	<b>5,642,312</b>	<b>5,627,300</b>	<b>7,598,533</b>	<b>34.7%</b>
<b>TOTAL EXPENDITURES AND TRANSFERS</b>	<b>107,129,295</b>	<b>123,294,672</b>	<b>113,238,965</b>	<b>127,211,539</b>	<b>3.2%</b>
ENDING BALANCE	67,528,159	65,360,623	69,029,002	55,216,666	-15.5%
<b>TOTAL OPERATING EXPENDITURES AND ENDING BALANCE</b>	<b>\$174,657,454</b>	<b>\$188,655,295</b>	<b>\$182,267,967</b>	<b>\$182,428,205</b>	<b>-3.3%</b>

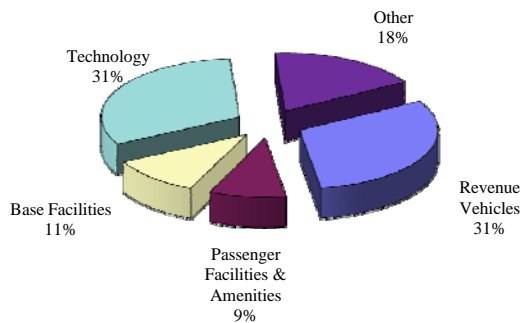




## Capital Revenues & Transfers



## Capital Expenditures

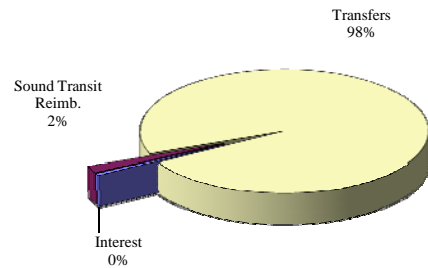


## 2010 BUDGET CAPITAL SUMMARY

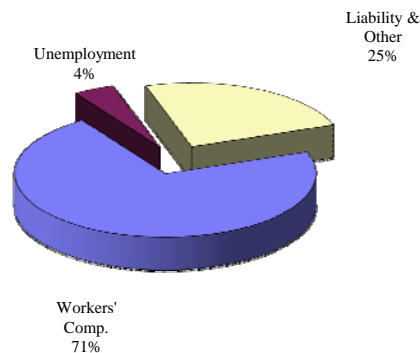
	2008 YEAR-END ACTUALS	2009 AMENDED BUDGET	2009 YEAR-END ESTIMATE	2010 BUDGET	% CHANGE 2010 BUDGET TO 2009 BUDGET
<b>CAPITAL REVENUES</b>					
<b>REVENUES</b>					
Grants	\$3,544,210	\$15,899,243	\$1,990,000	\$7,142,456	-55.1%
Other Capital Revenue / Interest	6,498,807	3,764,991	311,521	10,092,723	168.1%
<b>REVENUE</b>	<b>10,043,018</b>	<b>19,664,234</b>	<b>2,301,521</b>	<b>17,235,179</b>	<b>-12.4%</b>
<b>TRANSFERS</b>					
Capital Reserve	-	2,500,000	2,500,000	4,874,800	95.0%
<b>TRANSFERS</b>	<b>-</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>4,874,800</b>	
<b>CAPITAL REVENUES</b>	<b>10,043,018</b>	<b>22,164,234</b>	<b>4,801,521</b>	<b>22,109,979</b>	<b>-0.2%</b>
<b>BEGINNING BALANCE</b>					
Capital Reserve	48,865,697	38,081,098	35,314,759	29,516,570	-22.5%
<b>TOTAL CAPITAL REVENUES AND BEGINNING BALANCE</b>	<b>\$58,908,715</b>	<b>\$60,245,332</b>	<b>\$40,116,280</b>	<b>\$51,626,549</b>	<b>-14.3%</b>
<b>CAPITAL EXPENDITURES</b>					
<b>CAPITAL ACQUISITION</b>					
Revenue Vehicles	\$6,512,064	\$12,514,980	\$497,298	\$13,393,539	7.0%
Passenger Facilities & Amenities	399,320	2,751,771	1,910	3,869,399	40.6%
Base Facilities	2,108,881	4,369,950	387,088	4,658,516	6.6%
Technology	14,229,454	19,895,962	9,710,823	13,697,154	-31.2%
Other	344,239	7,513,796	2,591	7,709,266	2.6%
<b>CAPITAL EXPENDITURES</b>	<b>23,593,958</b>	<b>47,046,459</b>	<b>10,599,710</b>	<b>43,327,874</b>	<b>-7.9%</b>
<b>ENDING BALANCE</b>					
Capital Reserve	35,314,757	13,198,873	29,516,570	8,298,675	-37.1%
<b>TOTAL CAPITAL EXPENDITURES AND ENDING BALANCE</b>	<b>\$58,908,715</b>	<b>\$60,245,332</b>	<b>\$40,116,280</b>	<b>\$51,626,549</b>	<b>-14.3%</b>



## Insurance Revenues & Transfers



## Insurance Expenditures

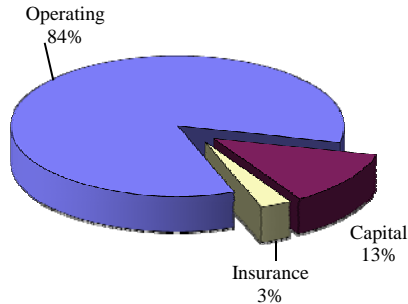


## 2010 BUDGET INSURANCE SUMMARY

	2008 YEAR-END ACTUALS	2009 AMENDED BUDGET	2009 YEAR-END ESTIMATE	2010 BUDGET	% CHANGE 2010 BUDGET TO 2009 BUDGET
<b>INSURANCE REVENUES</b>					
<b>REVENUES</b>					
Liability Insurance Interest	\$112,528	\$54,951	\$30,500	\$7,551	-86.3%
Workers' Comp. Interest	42,620	9,737	9,200	5,678	-41.7%
Unemployment Insurance Interest	17,565	3,884	2,000	1,873	-51.8%
Sound Transit Reimbursement Liability	187,916	450,000	581,476	51,500	-88.6%
Sound Transit Reimbursement Other	77,597	125,000	-	-	-100.0%
<b>REVENUES</b>	<b>438,226</b>	<b>643,572</b>	<b>623,176</b>	<b>66,602</b>	<b>-89.7%</b>
<b>TRANSFERS</b>					
Liability Insurance Transfer	190,000	(503,706)	(940,000)	618,361	-222.8%
Workers' Comp. Transfer	1,010,000	3,522,049	3,810,000	1,987,331	-43.6%
Unemployment Insurance Transfer	(480,000)	123,969	257,300	118,041	-4.8%
<b>TRANSFERS</b>	<b>720,000</b>	<b>3,142,312</b>	<b>3,127,300</b>	<b>2,723,733</b>	
<b>REVENUES AND TRANSFERS</b>	<b>1,158,226</b>	<b>3,785,884</b>	<b>3,750,476</b>	<b>2,790,335</b>	<b>-26.3%</b>
<b>BEGINNING BALANCES</b>					
Liability Insurance	3,645,673	2,750,742	3,226,212	1,006,538	-63.4%
Workers' Comp. Insurance	622,972	487,812	(462,209)	756,991	55.2%
Unemployment Insurance	755,163	190,061	243,458	250,086	31.6%
<b>BEGINNING BALANCES</b>	<b>5,023,808</b>	<b>3,428,615</b>	<b>3,007,461</b>	<b>2,013,615</b>	<b>-41.3%</b>
<b>TOTAL INSURANCE REVENUES AND BEGINNING BALANCES</b>	<b>\$6,182,034</b>	<b>\$7,214,499</b>	<b>\$6,757,937</b>	<b>\$4,803,950</b>	<b>-33.4%</b>
<b>INSURANCE EXPENDITURES</b>					
Liability and Other Insurance	\$1,287,379	\$1,891,650	\$1,891,650	\$683,950	-63.8%
Workers' Comp. Insurance	1,846,530	2,600,000	2,600,000	2,000,000	-23.1%
Unemployment Insurance	40,663	252,672	252,672	120,000	-52.5%
<b>INSURANCE EXPENDITURES</b>	<b>3,174,572</b>	<b>4,744,322</b>	<b>4,744,322</b>	<b>2,803,950</b>	<b>-40.9%</b>
<b>ENDING BALANCES</b>					
Liability Insurance	2,848,738	860,337	1,006,538	1,000,000	-0.6%
Workers' Comp. Insurance	(170,938)	1,419,598	756,991	750,000	-47.2%
Unemployment Insurance	329,662	190,242	250,086	250,000	31.4%
<b>ENDING BALANCES</b>	<b>3,007,462</b>	<b>2,470,177</b>	<b>2,013,615</b>	<b>2,000,000</b>	<b>-19.0%</b>
<b>TOTAL INSURANCE EXPENDITURES AND ENDING BALANCES</b>	<b>\$6,182,034</b>	<b>\$7,214,499</b>	<b>\$6,757,937</b>	<b>\$4,803,950</b>	<b>-33.4%</b>



## Ending Balances



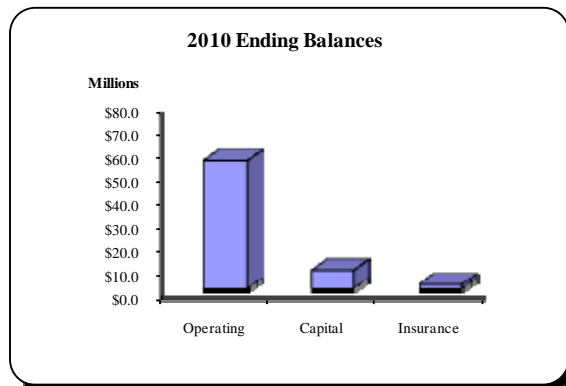
## 2010 BUDGET ENDING BALANCES

	2008 YEAR-END ACTUALS	2009 AMENDED BUDGET	2009 YEAR-END ESTIMATE	2010 BUDGET	% CHANGE 2010 BUDGET TO 2009 BUDGET
<b>OPERATING</b>					
Revenues	\$115,947,891	\$121,569,265	\$114,739,808	\$113,395,842	-6.7%
Less: Expenditures	(106,409,295)	(117,652,360)	(107,611,665)	(119,613,006)	1.7%
<b>Subtotal</b>	<b>9,538,596</b>	<b>3,916,905</b>	<b>7,128,143</b>	<b>(6,217,164)</b>	<b>-258.7%</b>
Plus: Beginning Balance	58,709,563	67,086,030	67,528,159	69,029,002	2.9%
Less: Transfers					
Capital Reserve	-	(2,500,000)	(2,500,000)	(4,874,800)	95.0%
Insurance	(720,000)	(3,142,312)	(3,127,300)	(2,723,733)	-13.3%
<b>ENDING OPERATING BALANCE</b>	<b>\$67,528,159</b>	<b>\$65,360,623</b>	<b>\$69,029,002</b>	<b>\$55,213,306</b>	<b>-15.5%</b>
<b>CAPITAL</b>					
Revenues	\$10,043,018	\$19,664,234	\$2,301,521	\$17,235,179	-12.4%
Plus: Transfers					
Capital Reserve	-	2,500,000	2,500,000	4,874,800	95.0%
<b>Subtotal Revenue</b>	<b>10,043,018</b>	<b>22,164,234</b>	<b>4,801,521</b>	<b>22,109,979</b>	<b>-0.2%</b>
Less: Expenditures	(23,593,958)	(47,046,459)	(10,599,710)	(43,327,874)	-7.9%
<b>Subtotal</b>	<b>(13,550,940)</b>	<b>(24,882,225)</b>	<b>(5,798,189)</b>	<b>(21,217,895)</b>	<b>-14.7%</b>
Plus: Beginning Balance	48,865,697	38,081,098	35,314,759	29,516,570	-22.5%
<b>ENDING CAPITAL BALANCE</b>	<b>\$35,314,757</b>	<b>\$13,198,873</b>	<b>\$29,516,570</b>	<b>\$8,298,675</b>	<b>-37.1%</b>
<b>INSURANCE</b>					
Revenues	\$438,226	\$643,572	\$623,176	\$66,602	-89.7%
Plus: Transfers	720,000	3,142,312	3,127,300	2,723,733	-13.3%
<b>Subtotal Revenue</b>	<b>1,158,226</b>	<b>3,785,884</b>	<b>3,750,476</b>	<b>2,790,335</b>	<b>-26.3%</b>
Less: Expenditures	(3,174,572)	(4,744,322)	(4,744,322)	(2,803,950)	-40.9%
<b>Subtotal</b>	<b>(2,016,346)</b>	<b>(958,438)</b>	<b>(993,846)</b>	<b>(13,615)</b>	<b>-98.6%</b>
Plus: Beginning Balance	5,023,808	3,428,615	3,007,461	2,013,615	-41.3%
<b>ENDING INSURANCE BALANCE</b>	<b>\$3,007,462</b>	<b>\$2,470,177</b>	<b>\$2,013,615</b>	<b>\$2,000,000</b>	<b>-19.0%</b>
<b>GRAND TOTAL - ALL BALANCES</b>	<b>\$105,850,378</b>	<b>\$81,029,673</b>	<b>\$100,559,187</b>	<b>\$65,511,981</b>	<b>-19.2%</b>



### In brief:

Pierce Transit is a single-enterprise fund. A summary of ending balances for each budget is provided in the following chart.



## 2010 BUDGET ENDING BALANCES REQUIREMENTS

The Pierce Transit Board of Commissioners has established requirements for the level of required reserves that must be maintained in each budget. 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.

At the end of 2010, the total Agency fund balance will be \$65.5 million. A comparison of the ending balances for three years and the percent change from 2010 Budget to 2009 Budget is on the previous page. The following describes changes for each budget.

The Operating required reserve amount is a minimum of two months of Agency operating expenditures. The balance of \$55.2 million at the end of 2010 exceeds the requirement of \$19.8 million. The ending balance decrease of \$10.2 million or -15.5% from 2009 Budget to 2010 Budget is a result of the margin of 2010 projected revenues over 2010 projected expenses after transfers to capital and insurance reserves. The reserves are projected to be utilized over the six-year plan.

The Capital required 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 \$8.3 million reserve at the end of 2010 meets the requirement. The ending balance decrease of \$4.9 million or -37.1% from 2009 Budget to 2010 Budget is a result of the use of reserves for existing projects.

The Insurance required reserve is set at a level to adequately protect the Agency from self-insurance risks and is reviewed annually. The 2010 reserve is set at \$2 million. The ending balance decrease of \$1.5 million or -19.0% from 2009 Budget to 2010 Budget is a result of a reduction of \$1 million in the required reserve amount. The lower reserve amount is a change from self-insuring liabilities to joining the Washington State Transit Insurance Pool and paying an annual premium from the Operating Budget.



## 2010 BUDGET DEBT

### **In brief:**

The Pierce Transit Debt Policy provides guidance to the Agency in the use of debt, requires a cost effectiveness review, and 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 of pledged revenues over maximum annual debt service for all outstanding and proposed debt is applied prior to incurring 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.



## 2010 BUDGET DEBT

### In brief:

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

### Legal Debt Limit

	Non-voted	Maximum (1)
Assessed Value	\$ 48,742,260,284	\$ 48,469,905,288
Percent of Assessed Value	0.375%	1.250%
Legal Debt Limit	\$ 182,783,476	\$ 605,873,816
Debt Outstanding	-	-
Remaining Debt Capacity	\$ 182,783,476	\$ 605,873,816
Remaining Debt Capacity	100.0%	100.0%

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

The currently available assessed property value is based on 2009 assessments for 2010 tax collections. The value of all taxable property for tax purposes is estimated to be \$48.7 billion. On this basis, the Agency's remaining debt capacity is \$182.8 million and \$605.9 million as of January 1, 2010 for non-voted and voted debt respectively.

The existing debt levels at 0.00% of the non-voted debt capacity and 0.00% of maximum debt capacity are within the legal limits. The existing annual debt service levels are 0% of sales tax revenue annually. This level has no effect on current and future operations.



## 2010 BUDGET DEBT

### **In brief:**

Pierce Transit currently has no bonds payable principle or interest.

### **Bonds Payable**

Pierce Transit has no debt following the early redemption of the outstanding bonds in the amount of \$1,335,000 in August, 2009. This resulted in a \$58,500 debt service saving to Pierce Transit. Additional information on debt may be found in the Debt section of this document.



## 2010 BUDGET PERSONNEL SUMMARY

### In brief:

Pierce Transit workforce represents the diversity of customers served.

Majority – 70%

African American – 19%

Native American – 1%

Asian – 6%

Hispanic – 4%



### Personnel Summary

The 2010 Budget includes 1,022 positions and 1,018.1 full-time equivalents (FTEs). There are no increases in staff positions in the 2010 Budget. A total of 7 positions have been eliminated from the 2009 Budget level due to service reductions.

The Transportation Services Department, which includes Maintenance personnel, represents 886 or 87% of total positions. The remaining 136 positions or 13% are in the Executive, Transit Development, Human Resources & Technology, and the Finance, Audit & Administration Departments.

A reorganization resulted in transfers of positions and FTEs between multiple departments and divisions in 2010.

Department categories are as follows:

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

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

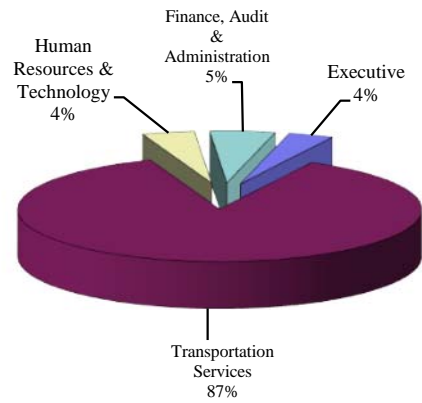
Human Resources & Technology - *Human Resources Administration, Organizational Learning, Risk Management, Office of Employee & Labor Relations, and Office of Information Technology*

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





**2010 FTE's by Department**

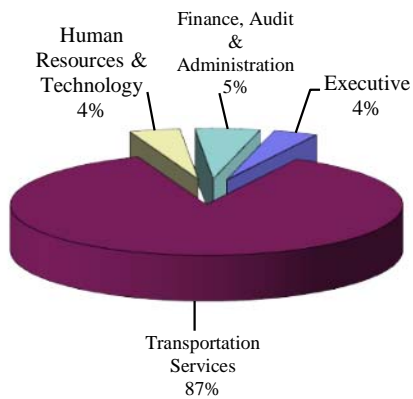


**2010 BUDGET  
PERSONNEL SUMMARY**

Department <i>Office</i> Division	FTEs			Positions		
	2009	2010	2010-2009	2009	2010	2010-2009
	Budget	Budget	Change	Budget	Budget	Change
<b>Executive</b>						
Administration	7.0	7.5	0.5	7.0	8.0	1.0
Public Affairs	6.0	6.0	-	6.0	6.0	-
<i>Office of Public Safety</i>						
Public Safety Admin	1.0	2.0	1.0	1.0	2.0	1.0
Emergency Planning	-	1.0	1.0	-	1.0	1.0
Occupational Safety	2.0	1.0	(1.0)	2.0	1.0	(1.0)
Physical Security	3.0	3.0	-	3.0	3.0	-
Uniform Security	15.0	16.5	1.5	15.0	17.0	2.0
<b>Total</b>	<b>34.0</b>	<b>37.0</b>	<b>3.0</b>	<b>34.0</b>	<b>38.0</b>	<b>4.0</b>
<b>Transportation Services</b>						
Administration	3.0	3.0	-	3.0	3.0	-
<i>Office of Customer Service</i>						
Administration	4.0	3.0	(1.0)	4.0	3.0	(1.0)
Field Customer Service	3.0	3.0	-	3.0	3.0	-
Fixed Route Customer Service	12.8	14.5	1.7	14.0	15.0	1.0
Op Communications Admin	2.0	2.0	-	2.0	2.0	-
Op Communications Ops	18.0	23.0	5.0	18.0	19.0	1.0
SHUTTLE Customer Service	13.0	12.0	(1.0)	13.0	12.0	(1.0)
<i>Office of Maintenance</i>						
Administration	2.0	2.0	-	2.0	2.0	-
Automotive	63.0	62.0	(1.0)	63.0	62.0	(1.0)
Bus	64.0	66.0	2.0	64.0	66.0	2.0
Capital & Const Projects	6.5	2.0	(4.5)	7.0	2.0	(5.0)
Facilities Management	31.0	31.0	-	31.0	31.0	-
Training	1.0	1.0	-	1.0	1.0	-
<i>Office of Operations</i>						
Administration	4.0	2.0	(2.0)	4.0	2.0	(2.0)
Bus Safety & Training	10.0	10.0	-	10.0	10.0	-
Fixed Route Admin	6.0	7.0	1.0	6.0	7.0	1.0
Fixed Route Dispatch	7.0	7.0	-	7.0	7.0	-
Fixed Route Operations	525.3	526.8	1.5	552.0	548.0	(4.0)
Service Support Admin	3.0	5.0	2.0	3.0	5.0	2.0
Service Support Ops	46.0	43.0	(3.0)	33.0	30.0	(3.0)
SHUTTLE Admin	16.0	12.0	(4.0)	12.0	12.0	-
SHUTTLE Operations	36.3	34.3	(2.0)	31.0	31.0	-



**2010 Positions by Department**



**2010 BUDGET  
PERSONNEL SUMMARY**

Department <i>Office</i> Division	FTEs			Positions		
	2009 Budget	2010 Budget	2010-2009 Change	2009 Budget	2010 Budget	2010-2009 Change
<i>Office of Scheduling &amp; Planning</i>						
Administration	1.0	1.0	-	1.0	1.0	-
Bus Stop Program	2.0	2.0	-	2.0	2.0	-
Planning	7.0	7.0	-	7.0	7.0	-
Scheduling	3.0	3.0	-	3.0	3.0	-
Total	889.9	884.6	(5.3)	896.0	886.0	(10.0)
<b>Transit Development</b>						
Administration	2.0	-	(2.0)	2.0	-	(2.0)
<i>Office of Service Planning</i>						
Administration	1.0	-	(1.0)	1.0	-	(1.0)
Total	3.0	-	(3.0)	3.0	-	(3.0)
<b>Human Resources &amp; Technology</b>						
Human Resources Admin	4.0	3.0	(1.0)	4.0	3.0	(1.0)
Organizational Learning	3.0	3.0	-	3.0	3.0	-
Risk Management	4.0	4.0	-	4.0	4.0	-
<i>Office of Employee &amp; Labor Relations</i>						
Administration	-	3.0	3.0	-	3.0	3.0
ADA	6.0	6.0	-	6.0	6.0	-
Benefits and Comp	3.0	3.0	-	3.0	3.0	-
Employment	3.0	3.0	-	3.0	3.0	-
<i>Office of Information Technology</i>						
Administration	1.0	1.0	-	1.0	1.0	-
Information Technology	13.0	13.0	-	13.0	13.0	-
Project Management	1.0	2.0	1.0	1.0	2.0	1.0
Telecommunications	2.0	2.0	-	2.0	2.0	-
Total	40.0	43.0	3.0	40.0	43.0	3.0



**2010 BUDGET  
PERSONNEL SUMMARY**

Department <i>Office</i> Division	FTEs			Positions		
	2009 Budget	2010 Budget	2010-2009 Change	2009 Budget	2010 Budget	2010-2009 Change
<b>Finance, Audit &amp; Administration</b>						
Administration	2.0	2.0	-	2.0	2.0	-
<i>Office of Finance</i>						
Administration	2.0	1.8	(0.2)	2.0	2.0	-
Accounting	6.0	6.0	-	6.0	6.0	-
Budgeting	4.0	4.0	-	4.0	4.0	-
Business Partnerships	2.0	3.0	1.0	2.0	3.0	1.0
Revenue Accounting	4.7	3.7	(1.0)	6.0	5.0	(1.0)
Vanpool	12.0	11.0	(1.0)	12.0	11.0	(1.0)
<i>Office of Procurement, Warehouse &amp; Admin Svcs</i>						
Administration	1.0	1.0	-	1.0	1.0	-
Administrative Services	5.0	5.0	-	5.0	5.0	-
Purchasing	4.0	4.0	-	4.0	4.0	-
Warehousing	12.0	12.0	-	12.0	12.0	-
Total	54.7	53.5	(1.2)	56.0	55.0	(1.0)
<b>AGENCY TOTAL</b>						
	<b>1,021.6</b>	<b>1,018.1</b>	<b>(3.5)</b>	<b>1,029.0</b>	<b>1,022.0</b>	<b>(7.0)</b>

NOTES: Totals may not add due to rounding.

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

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

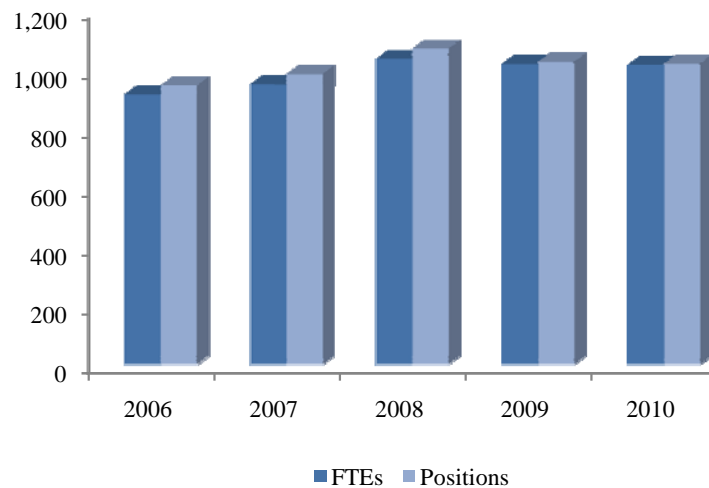
Personnel expenditures are driven by full-time equivalencies (FTEs). Relief Service Supervisor and Relief Specialized Transportation (SHUTTLE) operator positions are recorded in the Fixed Route Operations Division while the FTEs (expenditures) are recorded in the Service Support Operations and SHUTTLE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



## 2010 BUDGET PERSONNEL SUMMARY

Budget FTEs						Budget Positions					
2006 Budget	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2010-2009 Change	2006 Budget	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2010-2009 Change
918.0	952.5	1,038.2	1,021.6	1,018.1	(3.5)	948.0	987.0	1,073.0	1,029.0	1,022.0	(7.0)

Budget FTEs & Positions





### **In brief:**

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

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

## **2010 BUDGET STRATEGIC APPROACH TO THE BUDGET**

### **The strategic approach to the budget**

- Is customer focused and committed to improvements to the existing service as well as providing expanded service with available resources.
- 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.
- Align service strategies with community values and expressed transit priorities using the most cost effective methods of delivering services.



## 2010 BUDGET FINANCIAL POLICIES AND GOALS

### In brief:

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

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

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

A description of the policies is shown at the right.

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



## 2010 BUDGET FINANCIAL POLICIES AND GOALS

### Financial Plan in brief:

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

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

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

- 7) *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.
- 8) *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.
- 9) *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.
- 10) *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.
- 11) *Grant Management:* All grants shall be managed to comply with the laws, regulations, and guidance of the grantor.
- 12) *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.



## 2010 BUDGET FINANCIAL POLICIES AND GOALS

Reserve Policy in brief:

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

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

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

- 13) *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.
- 14) *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.
- 15) *Purchasing Practices:* The Pierce Transit Code for Purchasing Procedures, Chapter 3.12, describes the conditions under which the Board of Commissioners may authorize the Chief Executive Officer to purchase goods and services. Specific limits and requirements are included. Intergovernmental cooperative purchasing is also authorized.
- 16) *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.
- 17) *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.





## 2010 BUDGET BASIS OF BUDGETING

### **In brief:**

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

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

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

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

### **Purposes of the budget**

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

### **Basis of accounting and budgeting**

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

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

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



## 2010 BUDGET BASIS OF BUDGETING

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

Personnel

Capital projects increases  
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. Directors may exercise their judgment in balancing maintenance and operating expense divisional budgets within the office's appropriation. Department vice presidents may exercise their judgment in balancing maintenance and operating expense office 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.



## 2010 BUDGET BASIS OF BUDGETING

### Budget account group:

Operating

Capital

Insurance

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

### Balance requirements

The Board of Commissioners has adopted policies establishing minimum balance requirements. The Operating reserve 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 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 reserve for 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 reserve is reviewed annually with an appropriate contribution made to the account group 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

## 2010 BUDGET THE BUDGET PROCESS

### The process

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



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



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

Capital projects are evaluated and prioritized based on business case and are recommended to the Executive Team for approval and inclusion in the budget.



## 2010 BUDGET THE BUDGET PROCESS

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

Increase in ridership

*The project results in more sustained riders on the system.*

Ensure fiscal responsibility

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

Support and partner with our community

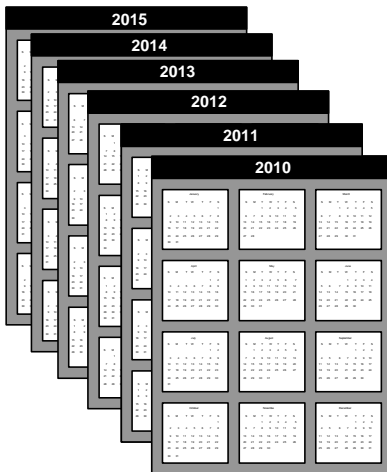
*The project provides for greater economies or encourages growth in the corridors served through leveraged funding.*

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. Meetings are held to review the Agency direction and present proposed service levels, revenue projections, and division expenditure targets. An important part of these meetings is the involvement and feedback from the managers. With this information, managers, directors, 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. The work plans describe how the division plans to contribute to achieving the Agency's overall goals and objectives.



## **2010 BUDGET THE BUDGET PROCESS**



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 preliminary budget is made available to the public on the web page. 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.



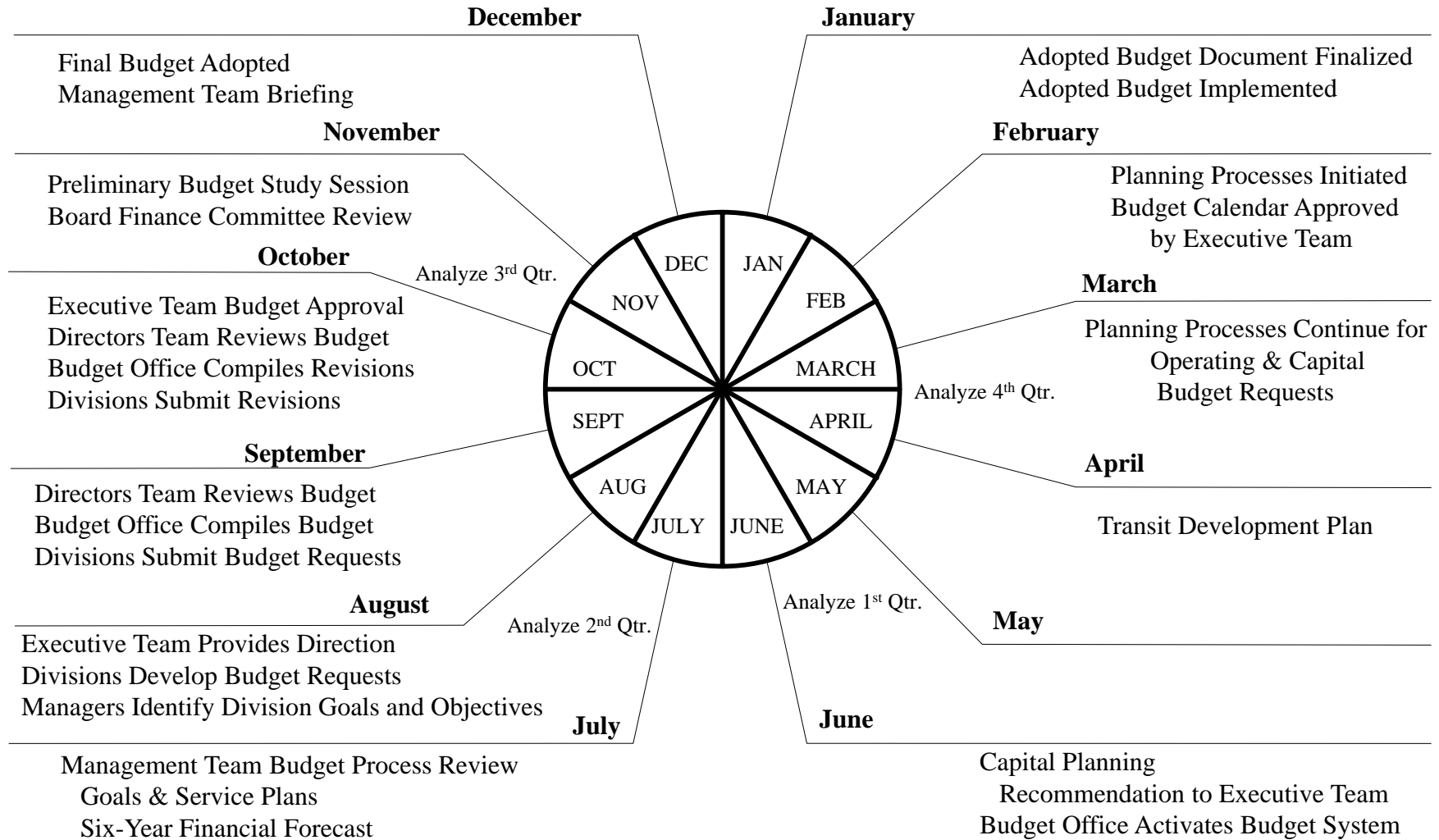
Seventh Step - The Board of Commissioners adopts the budget in December.



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



## 2010 BUDGET ANNUAL BUDGET DEVELOPMENT CALENDAR





**2010 BUDGET**  
**MISSION AND BOARD STRATEGIC DIRECTION & GOALS**

**Mission Statement**

*“Pierce Transit connects communities with safe, reliable, customer-friendly transit options.”*

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

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

**Board Strategic Direction & Goals**

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





**2010 BUDGET  
AGENCY GOALS & OBJECTIVES  
AND PERFORMANCE MEASURES**

**In brief:**

In pursuit of the Agency mission and Board Strategic Direction & Goals, the Agency has established four Agency goals.

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

Each department is dedicated to achieving the Agency goals & objectives, and performance measures.

Pierce Transit uses the Agency performance measures to evaluate performance and 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.

**Agency Goals & Objectives**

***Goal: Maximize Agency Business Performance***

Objectives:

1. Align non-represented employee annual performance review to Board and Agency goals by achieving 100% non-rep employee performance plan development and annual evaluation review.
2. Improve internal communications by reaching 100% of employees four times per year via multiple communications methods.
3. Improve efficiencies by lowering the cost per passenger trip by 5% by 2012.
4. Expand/improve Agency external stakeholder outreach/relations through extensive public involvement effort supporting the system redesign project.

***Goal: Shift Employee Focus From "Good To Great"***

Objectives:

1. Establish a 2010 employee satisfaction improvement goal.
2. Initiate an Agency cultural disciplines awareness campaign.
3. Continue Project Innovation – Phase II Design.



**2010 BUDGET  
AGENCY GOALS & OBJECTIVES  
AND PERFORMANCE MEASURES**

***Goal: Improve System Performance***

Objectives:

1. Increase ridership system-wide by 25% by December 31, 2012.
2. Improve fixed-route service productivity to 28 passengers per hour by 2012.
3. Continue the 2009-10 system redesign and public involvement project.

***Goal: Advance Green Strategies***

Objectives:

1. Implement PT Executive Order #1, establishing a commitment to utilize green technologies and strategies, as funding becomes available.
2. Implement high priority, funded state and local Climate Action and Green Ribbon Task Force strategies contributing to the reduction of carbon emissions.



## **2010 BUDGET AGENCY GOALS & OBJECTIVES AND PERFORMANCE MEASURES**

### **Approaches to Achieving Goals**

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

In developing each year's TDP update and the annual budget, Pierce Transit's management team which includes the Board of Commissioners, Executive Team, Directors and 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 identify the Agency objectives that are advanced by the proposed project. This requires staff to consider how capital initiatives advance broader Agency goals.

### **Performance Measures and Performance Targets**

Throughout 2009, 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. Pierce Transit has always monitored its performance. The Transit Accountability and Performance Standards (TAPS) project developed a set of Agency measures that are used to evaluate its progress towards achieving the objectives outlined in the Strategic Business Plan.



## 2010 BUDGET AGENCY GOALS & OBJECTIVES AND PERFORMANCE MEASURES

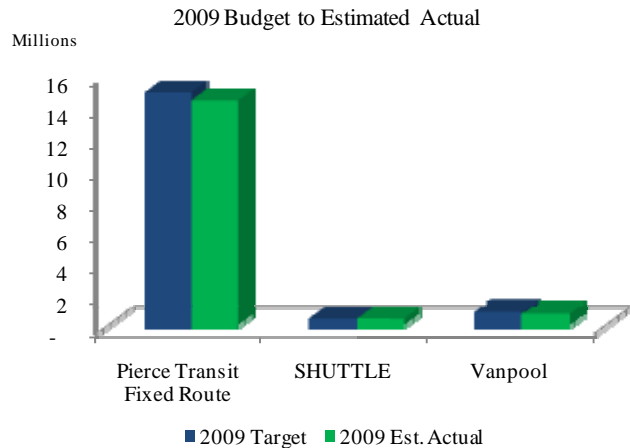
Total Boardings are favorable if above or equal to the annual target.

2009 Total Boardings Performance:

PT fixed route unfavorable and below 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 were all key elements of the TAPS process.

Currently, Pierce Transit employs five external performance measures. Each department is dedicated to achieving these Agency performance measures. Targets will be modified each year as more information is being developed. In 2009, these measures were reported and monitored at an Agency level for progress towards goals. The five measures and the 2010 targets are shown below. The three-year history follows the five measures.

### External Performance Measures

Five external performance 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. Each department contributes to each performance measure.

**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.

	2009 Annual Target	2009 Estimated YTD Actual	2009 YTD % of Target	2010 Annual Target
<b>Total Boardings</b>				
Pierce Transit (PT) Fixed Route - includes local fixed route, express service, and BusPLUS; excludes Sound Transit.	14,841,264	14,331,032	96.6%	14,125,192
SHUTTLE - includes directly operated and purchased services.	467,295	470,009	100.6%	470,009
Vanpool - includes vanpool and special use vans.	917,000	800,692	87.3%	728,630
<b>Total</b>	<b>16,225,559</b>	<b>15,601,733</b>	<b>96.2%</b>	<b>15,323,831</b>



**2010 BUDGET  
AGENCY GOALS & OBJECTIVES  
AND PERFORMANCE MEASURES**

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

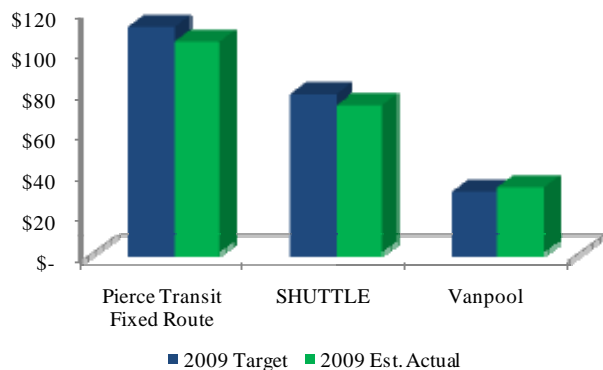
2009 Cost per Service Hour Performance:

PT fixed route favorable and below target.

SHUTTLE favorable and below target.

Vanpool unfavorable and above target.

2009 Budget to Estimated Actual



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 is divided by service hours.

	2009 Annual Target	2009 Estimated YTD Actual	Difference Favorable (Unfavorable)	2010 Annual Target
<b>Cost per Service Hour</b>				
Pierce Transit (PT) Fixed Route - includes local fixed route, express service, and BusPLUS; excludes Sound Transit.	\$ 111.49	\$ 104.42	\$ 7.07	\$ 119.80
SHUTTLE - includes directly operated and purchased services.	\$ 78.04	\$ 72.64	\$ 5.41	\$ 77.99
Vanpool	\$ 29.81	\$ 31.96	\$ (2.16)	\$ 27.64



**2010 BUDGET  
AGENCY GOALS & OBJECTIVES  
AND PERFORMANCE MEASURES**

Farebox Recovery is favorable if above or equal to target.

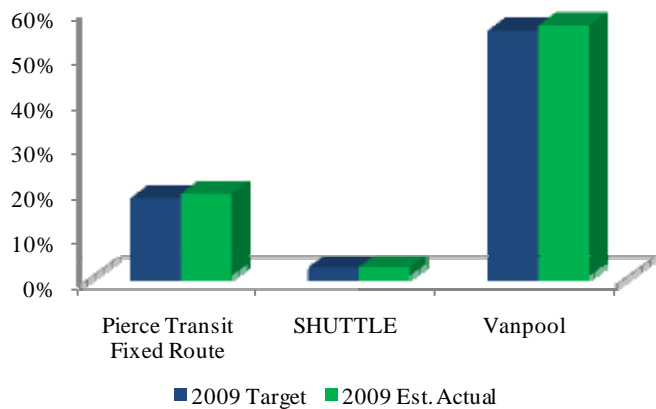
2009 Farebox Recovery Performance:

PT fixed route favorable and above target.

SHUTTLE favorable and above target.

Vanpool favorable and above target.

2009 Budget to Estimated Actual



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

	2009 Annual Target	2009 Estimated YTD Actual	2009 YTD % of Target	2010 Annual Target
<b>Farebox Recovery</b>				
Pierce Transit (PT) Fixed Route - includes local fixed route, express service, and BusPLUS; excludes Sound Transit.	17.4%	18.5%	106%	16.6%
SHUTTLE - includes directly operated and purchased services.	2.2%	2.3%	104%	2.2%
Vanpool	55.0%	56.2%	102%	65.9%



**2010 BUDGET  
AGENCY GOALS & OBJECTIVES  
AND PERFORMANCE MEASURES**

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

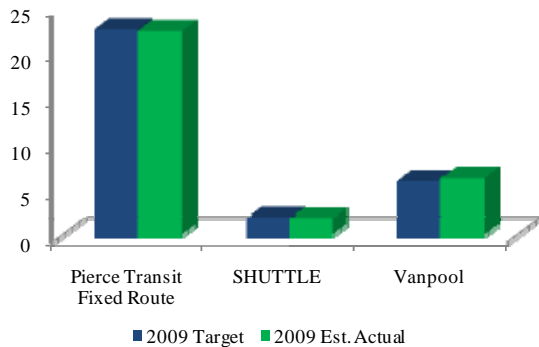
2009 Passenger per Service Hour Performance:

PT fixed route unfavorable and below target.

SHUTTLE unfavorable and below target.

Vanpool favorable and above target.

2009 Budget to Estimated Actual



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 are divided by service hours.

	2009 Annual Target	2009 Estimated YTD Actual	Difference Favorable (Unfavorable)	2010 Annual Target
<b>Passengers per Service Hour</b>				
Pierce Transit (PT) Fixed Route - includes local fixed route, express service, and BusPLUS; excludes Sound Transit.	22.45	22.27	(0.19)	22.69
SHUTTLE - includes directly operated and purchased services.	1.95	1.88	(0.07)	1.93
Vanpool	5.77	6.09	0.32	5.41



**2010 BUDGET  
AGENCY GOALS & OBJECTIVES  
AND PERFORMANCE MEASURES**

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

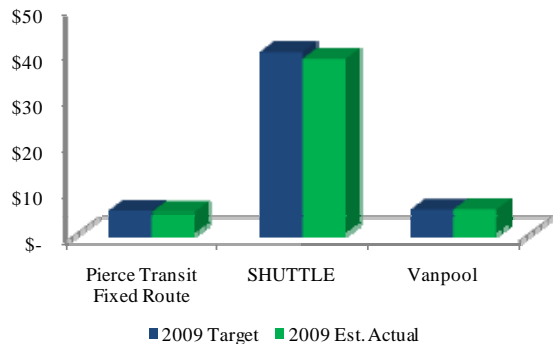
2009 Cost per Passenger Performance:

PT fixed route favorable and below target.

SHUTTLE favorable and below target.

Vanpool unfavorable and above target.

2009 Budget to Estimated Actual



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

	2009 Annual Target	2009 Estimated YTD Actual	Difference Favorable (Unfavorable)	2010 Annual Target
<b>Cost per Passenger</b>				
Pierce Transit (PT) Fixed Route - includes local fixed route, express service, and BusPLUS; excludes Sound Transit.	\$ 4.97	\$ 4.69	\$ 0.28	\$ 5.28
SHUTTLE - includes directly operated and purchased services.	\$ 40.04	\$ 38.59	\$ 1.46	\$ 40.50
Vanpool	\$ 5.17	\$ 5.25	\$ (0.08)	\$ 5.11





**2010 BUDGET  
AGENCY GOALS & OBJECTIVES  
AND PERFORMANCE MEASURES**

**Next Steps**

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

- Data collection and reporting procedures have been standardized to ensure that data is being consistently presented over time.
- 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.



**2010 BUDGET  
AGENCY GOALS & OBJECTIVES  
AND PERFORMANCE MEASURES**

*Each department is dedicated to achieving the Agency-wide performance measures, goals and objectives*

*Total Boardings are favorable if above or equal to target*

*Cost Per Service Hour is favorable if below or equal to target*

*Farebox Recovery is favorable if above or equal to target*

*Passengers per Service Hour is favorable if above or equal to target*

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

**Pierce Transit Fixed Route**

**Fixed Route Local,  
BusPLUS & Express**

	2008			2009			2010
	Target	Actual	Actual to Target	Target	Est. Actual	Est. Actual to Target	Target
Total Boardings	13,226,461	14,997,602	Favorable	14,841,264	14,331,032	Unfavorable	14,125,192
Cost Per Service Hour	\$ 107.98	\$ 112.34	Unfavorable	\$ 111.49	\$ 104.42	Favorable	\$ 119.80
Farebox Recovery	13.6%	15.7%	Favorable	17.4%	18.5%	Favorable	16.6%
Passengers per Service Hour	19.85	23.36	Favorable	22.45	22.27	Unfavorable	22.69
Cost per Passenger	\$ 5.44	\$ 4.81	Favorable	\$ 4.97	\$ 4.69	Favorable	\$ 5.28

**SHUTTLE**

Total Boardings	435,986	451,674	Favorable	467,295	470,009	Favorable	470,009
Cost Per Service Hour	\$ 72.14	\$ 73.02	Unfavorable	\$ 78.04	\$ 72.64	Favorable	\$ 77.99
Farebox Recovery	1.8%	1.9%	Favorable	2.2%	2.3%	Favorable	2.2%
Passengers per Service Hour	1.78	1.87	Favorable	1.95	1.88	Unfavorable	1.93
Cost per Passenger	\$ 40.60	\$ 39.10	Favorable	\$ 40.04	\$ 38.59	Favorable	\$ 40.50

**Vanpool**

Total Boardings	795,000	851,500	Favorable	917,000	800,692	Unfavorable	728,630
Cost Per Service Hour *	\$ 28.93	\$ 29.65	Unfavorable	\$ 29.81	\$ 31.96	Unfavorable	\$ 27.64
Farebox Recovery	52.4%	51.0%	Unfavorable	55.0%	56.2%	Favorable	65.9%
Passengers per Service Hour	5.48	5.77	Favorable	5.77	6.09	Favorable	5.41
Cost per Passenger *	\$ 5.28	\$ 5.14	Favorable	\$ 5.17	\$ 5.25	Unfavorable	\$ 5.11

\* 2009 Organizational changes are not reflected in cost.



**2010 Budget  
Operating Statistics  
All Modes**

	<b>2007 Budget</b>	<b>2008 Budget</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>% Change 2009 - 2010</b>
<b>Pierce Transit</b>					
<b>Fixed Route Local, BusPLUS &amp; Express</b>					
Ridership	12,761,938	13,226,461	14,841,264	14,125,192	-4.8%
Service Hours	625,462	666,223	660,941	622,454	-5.8%
Service Miles	8,767,337	8,965,402	8,676,606	8,146,237	-6.1%
<b>Sound Transit</b>					
<b>Fixed Route Express</b>					
Ridership	2,030,995	2,091,925	2,579,061	3,027,485	17.4%
Service Hours	154,865	170,379	179,952	211,241	17.4%
Service Miles	3,932,439	4,521,755	4,681,409	5,494,034	17.4%
<b>Total Fixed Route (Pierce Transit &amp; Sound Transit)</b>					
Ridership	14,792,933	15,318,386	17,420,325	17,152,677	-1.5%
Service Hours	780,327	836,602	840,893	833,695	-0.9%
Service Miles	12,699,776	13,487,157	13,358,015	13,640,271	2.1%
<b>SHUTTLE</b>					
Ridership	401,333	435,986	467,295	470,009	0.6%
Service Hours	210,663	245,370	239,755	244,068	1.8%
Service Miles	3,316,169	3,525,996	3,288,046	3,440,823	4.6%
<b>Vanpool</b>					
Ridership	859,000	795,000	917,000	728,630	-20.5%
Service Hours	123,729	145,000	159,000	134,780	-15.2%
Service Miles	4,363,000	4,214,463	4,510,000	4,308,000	-4.5%
<b>AGENCY TOTAL (Pierce Transit and Sound Transit Fixed Route, BusPLUS, SHUTTLE &amp; Vanpool)</b>					
Ridership	16,053,266	16,549,372	18,804,620	18,351,316	-2.4%
Service Hours	1,114,719	1,226,972	1,239,648	1,212,543	-2.2%
Service Miles	20,378,945	21,227,616	21,156,061	21,389,094	1.1%

PT Tomorrow  
Workshops & Values  
In Fall 2009 Pierce Transit  
staff spent several months  
reaching out to the public.  
Nine community workshops  
explored the core values of  
many communities.



#### SAFETY AND SECURITY

Ensure the safety and security of riders, operators and communities. **Results:** The South Hill, downtown Puyallup, and Lakewood workshops rated this number one.

#### SOCIAL SERVICE

Transit to basic destinations such as jobs, schools, medical centers and social services. **Results:** Downtown Tacoma rated this number one. It was number two at most workshops.

#### ECONOMIC DEVELOPMENT

Foster job growth by getting people to work. Frequent, convenient and direct service. **Results:** Top-rated value among leaders, planners and North and West Tacoma participants.

#### ENVIRONMENT

Improve air and water quality while providing viable alternatives to driving. **Results:** Although important, no group made it the top priority.

#### LIVABLE COMMUNITIES

Promote healthy and vibrant communities with transit investments. Service that supports neighborhood centers and retail. **Results:** Sumner/Bonney Lake attendees liked this best.

#### GEOGRAPHIC COVERAGE

Suburban and urban communities would all get some service. **Results:** South Tacoma, Parkland/ Spanaway, and Gig Harbor attendees thought this was extremely important.



## 2010 BUDGET OPERATING BUDGET

### In brief:

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

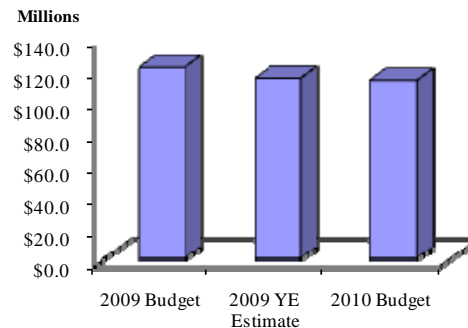
Operating budget revenue in 2010 is decreasing 6.7% largely as a result of the decrease in the sales tax revenue partially offset by projected advertising demand and Sound Transit regional express service reimbursement.

The operating expenditure budget for 2010 is increasing by 2.9% over the 2009 Budget. The increase is driven by additional Sound Transit and Purchased Transportation service, personnel costs for wage and labor agreement adjustments, health and retirement benefits, and a transfer from the self-insurance budget for liability claims to the operating budget for liability insurance through the Washington State Transportation Insurance Pool.

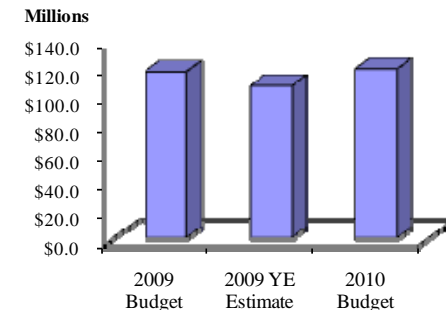
### 2010 Operating Budget Summary Comparison with 2009

	2009 Amended Budget	2009 Year-End Estimate	2010 Budget	Budget to Budget Change	
				Amount	%
Operating Revenues	\$ 121,569,266	\$ 114,739,809	\$ 113,395,843	\$ (8,173,422)	-6.7%
Operating Expenditures	(115,392,059)	(105,351,364)	(118,752,705)	(3,360,646)	2.9%
	6,177,206	9,388,445	(5,356,862)		
Non-Operating Expenditures	(2,260,301)	(2,260,301)	(860,301)		
Operating Transfers	(5,642,312)	(5,627,300)	(7,598,533)		
Net Change - Designated Balances	\$ (1,725,407)	\$ 1,500,844	\$ (13,815,696)		

**Revenue Comparison**



**Expenditure Comparison**





**2010 BUDGET  
OPERATING BUDGET**

**Revenue:**

The type of revenue and 2010 dollar and percent change from 2009 Budget is provided in the table and the change is briefly explained as follows.

Fares  
    service reductions  
    ridership decrease

Advertising  
    advertising demand

Sound Transit  
    reimbursement rate  
    services provided

Sales Tax  
    economic conditions  
    consumer spending

Preventive Maintenance  
    federal grant revenue

Interest  
    investment balance  
    interest rates

Other  
    salvage sales

Operating Contributions  
    Grants

**2010  
Operating Budget Summary Analysis  
Revenues By Object**

	2009 Amended <u>Budget</u>	2009 Year-End <u>Estimate</u>	2010 <u>Budget</u>	Budget to Budget Change	
				<u>Amount</u>	<u>%</u>
Operating Income					
Fares	\$ 15,865,501	\$ 15,186,311	\$ 15,232,074	\$ (633,427)	-4.0%
Advertising	962,500	962,500	1,050,000	87,500	9.1%
Sound Transit	20,472,997	21,505,833	25,280,379	4,807,382	23.5%
Non-Operating Income					
Sales Tax	72,565,753	61,651,911	61,651,911	(10,913,842)	-15.0%
Preventive Maintenance	6,861,081	7,671,476	6,861,081	-	0.0%
Interest	1,315,525	439,134	457,039	(858,486)	-65.3%
Other	750,000	5,050,000	561,284	(188,716)	-25.2%
Operating Contributions	2,775,909	2,272,644	2,302,075	(473,833)	-17.1%
	<u>\$ 121,569,265</u>	<u>\$ 114,739,809</u>	<u>\$ 113,395,843</u>	<u>\$ (8,173,422)</u>	<u>-6.7%</u>

In summary, Operating Income increases are 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 that is anticipated to decrease 15.0% from the 2009 Budget based on area economic conditions. Interest revenue estimates are based on investment balances and projected interest rates. Operating Contributions are decreasing due to anticipated grant reductions for Commute Trip Reduction, Employer Services Programs, and for special needs operations.



### In brief:

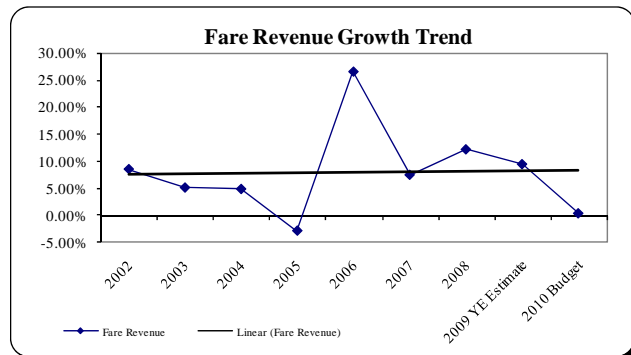
Fare revenue is affected by two factors, fare price and ridership. The fare increases in 2002 and 2006 resulted in additional fare revenue. The 2006 fare revenue reflects reconciliation of 2005 revenue with the Puget Sound Regional Fare System. The last fare increase was January, 2009 of \$.25 for adults only for a total of \$1.75 per trip. There was no increase for youth or disabled. Ridership projections are expected to decline 3.0% for the Agency in 2010 due to service hour reductions. These factors influence the trend in fare revenue.

## 2010 BUDGET OPERATING BUDGET

### Operating Income

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

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

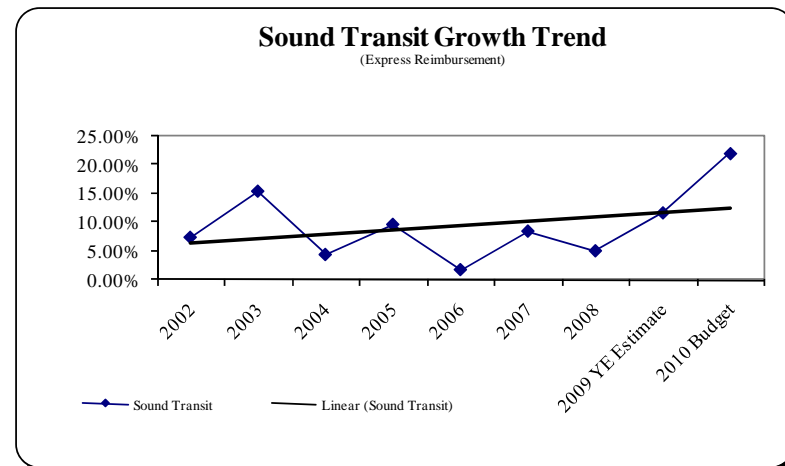


**Advertising** – Revenue is generated through the sale of advertising space on buses to businesses. Earnings are projected at the level of the minimum guarantee in the current contract with an advertising agency. The contract year begins in July.



## 2010 BUDGET OPERATING BUDGET

**Regional Transit Service (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 17.4% in 2010. A sales tax increase for Sound Transit was approved by voters in November, 2008. The increase of three-tenths of one percent was effective April 1, 2009. The Sound Transit package of new transit projects and services for this increase has affected service provisions provided by Pierce Transit in 2010.







## 2010 BUDGET OPERATING BUDGET

### In brief:

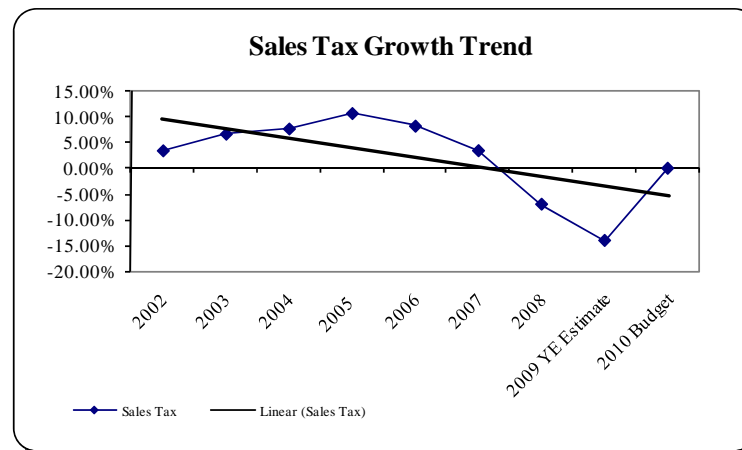
Economic conditions impact sales tax revenue collections.

Sales tax revenue is currently 54% 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 54% of operating revenues in 2010 for \$62 million. The 2010 projection is based on 2009 collections and economic conditions. There is no change projected from 2009 year-end estimate based on year-to-date July actual collections. Services will be modified as the sales tax revenue changes. The average growth rate in sales tax for the period 2002-2010 projected is 2.1%. There have been dramatic changes from as low as 3% increase for three years and nearly 12% increase in 2005 to a decrease of 15% in 2009.





## 2010 BUDGET OPERATING BUDGET

### **In brief:**

The Preventive Maintenance revenue is authorized in Section 5307 of the Federal Safe, Accountable, Flexible, Efficient Transportation Act: A Legacy for Users (SAFETEA-LU) Public Law (PL) 109-59, enacted August 10, 2005 for the five year period 2005 – 2009. President Barack Obama signed the U.S. Department of Defense appropriations bill, which includes an extension of current surface transportation law (SAFETEA-LU) through February 28, 2010.

**Preventive Maintenance** – The Federal Transit Administration (FTA) provides Urbanized Area Formula Grants (49USC5307) to urbanized areas for transit-related purposes. Preventive maintenance expenses are eligible for this funding along with some Americans With Disabilities Act (ADA) complementary paratransit service. Apportionments are made on the basis of legislative formulas. Pierce Transit is a part of the Seattle urbanized area (UZA) with a population of more than 1,000,000. The population determines the formula. It is based on a combination of bus revenue vehicle miles, bus passenger miles, fixed guideway revenue vehicle miles, and fixed guideway route miles as well as population and population density. These federal funds are authorized in Section 5307 of the Safe, Accountable, Flexible, Efficient Transportation Act: A Legacy for Users (SAFETEA-LU) Public Law (PL) 109-59, enacted August 10, 2005 for the five year period 2005-2009. The Preventive Maintenance portion of this funding is \$6,861,081 for 2010.

**Interest** – 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. Interest rates and available funds to invest have decreased significantly during 2009 resulting in lower interest revenue in 2010.

**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. The 2009 year-end estimate includes one-time funds of \$4,400,000 for preventive maintenance from the American Recovery and Reinvestment Act (ARRA) of 2009 (P.L. 11105) ("Recovery Act") that supports government wide efforts to stimulate the economy and includes the preservation or creation of jobs and the promotion of an economic recovery, as well as the investment in transportation, environmental protection and other infrastructure providing long-term economic benefits.



## 2010 BUDGET OPERATING BUDGET

### Operating Contributions

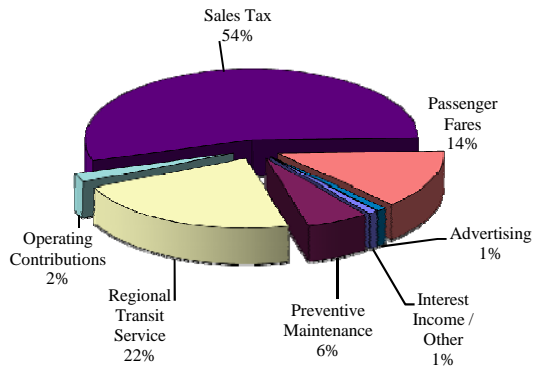
**Commute Trip Reduction/Employer Services** – Funds are distributed through the Washington State Department of Transportation (WSDOT) to nine counties. All counties receive a base amount with the remaining funds distributed based on the number of affected worksites in each county. Each county creates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

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

The Operating Budget revenues by the above categories as a percent of the total operating revenue and the dollar amounts for 2008 Year-End Actuals, 2009 Amended Budget, 2009 Year-End Estimate, 2010 Budget, and the percent change from 2010 Budget to 2009 Budget follow.



## Operating Revenues



## 2010 BUDGET OPERATING SUMMARY - REVENUES

	2008 YEAR-END ACTUALS	2009 AMENDED BUDGET	2009 YEAR-END ESTIMATE	2010 BUDGET	% CHANGE 2010 BUDGET TO 2009 BUDGET
<b>OPERATING REVENUES</b>					
<b>OPERATING INCOME</b>					
Passenger Fares	\$13,878,407	\$15,865,501	\$15,186,311	\$15,232,074	-4.0%
Advertising	968,104	962,500	962,500	1,050,000	9.1%
Regional Transit Service					
Express Reimbursement	16,926,861	18,970,821	18,970,821	23,175,250	22.2%
TDS Reimbursement	602,356	994,576	874,577	892,069	-10.3%
Special Service Reimbursement	251,005	222,600	200,000	204,000	-8.4%
Other Reimbursement	145,232	285,000	1,460,435	1,009,060	254.1%
<b>OPERATING INCOME</b>	<b>32,771,964</b>	<b>37,300,998</b>	<b>37,654,644</b>	<b>41,562,453</b>	<b>11.4%</b>
<b>NON-OPERATING INCOME</b>					
Sales Tax	71,752,351	72,565,753	61,651,911	61,651,911	-15.0%
Preventive Maintenance	6,861,081	6,861,081	7,671,476	6,861,081	0.0%
Interest Income	1,734,405	1,315,525	439,134	457,039	-65.3%
Other	112,870	750,000	5,050,000	561,284	-25.2%
<b>NON-OPERATING INCOME</b>	<b>80,460,707</b>	<b>81,492,359</b>	<b>74,812,520</b>	<b>69,531,315</b>	<b>-14.7%</b>
<b>OPERATING CONTRIBUTIONS</b>					
CTR / Vanpool Assistance	156,331	215,990	197,268	214,544	-0.7%
Grant Exchange Funds	1,075,376	1,075,376	1,075,376	1,075,376	0.0%
Special Needs Transportation Grant	1,483,512	1,484,542	1,000,000	1,012,155	-31.8%
<b>OPERATING CONTRIBUTIONS</b>	<b>2,715,219</b>	<b>2,775,908</b>	<b>2,272,644</b>	<b>2,302,075</b>	<b>-17.1%</b>
<b>TOTAL OPERATING REVENUES</b>	<b>115,947,891</b>	<b>121,569,265</b>	<b>114,739,808</b>	<b>113,395,842</b>	<b>-6.7%</b>
BEGINNING BALANCE	58,709,563	67,086,030	67,528,159	69,029,002	2.9%
<b>TOTAL OPERATING REVENUES AND BEGINNING BALANCE</b>	<b>\$174,657,454</b>	<b>\$188,655,295</b>	<b>\$182,267,967</b>	<b>\$182,424,844</b>	<b>-3.3%</b>



## 2010 BUDGET OPERATING BUDGET

### Expenditures:

Fixed route services use the majority of the Agency's resources. As shown in the graph, \$74.57 million will be required in 2010 to provide the planned levels of service utilizing 62% of the funds.

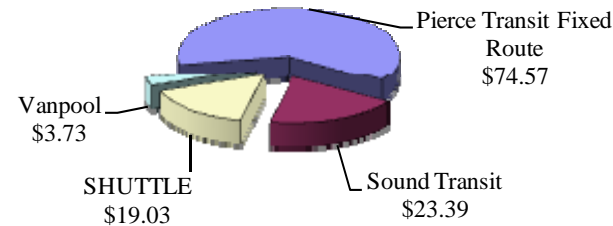
Sound Transit service totals \$23.39 million.

SHUTTLE service will require \$19.03 million to provide the budgeted level of service.

Vanpool program activities will need \$3.73 million for budgeted expenses in 2010.

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

**2010 Operating Expenditure  
Distribution by Service**  
(without transfers)  
Total: \$120.72 million



The change in Pierce Transit fixed route, local, BusPLUS, and express and Sound Transit fixed route express service hours and miles from 2009 Budget to 2010 Budget is shown below.

	2009 Budget	2010 Budget	Change	% Change
<b>Hours</b>				
Pierce Transit	660,941	622,454	-38,487	-5.8%
Sound Transit	179,952	211,241	31,289	17.4%
<b>Total</b>	<b>840,893</b>	<b>833,695</b>	<b>-7,198</b>	<b>-0.9%</b>
<b>Miles</b>				
Pierce Transit	8,676,606	8,146,237	-530,369	-6.1%
Sound Transit	4,681,409	5,494,034	812,625	17.4%
<b>Total</b>	<b>13,358,015</b>	<b>13,640,271</b>	<b>282,256</b>	<b>2.1%</b>

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



The expenditures are categorized by the following functions:

#### Operating

Personnel  
Wages and Benefits

#### Maintenance and Operations

Supplies  
Services  
Insurance (Purchased)  
Utilities  
Repairs  
Rentals  
Purchased Transportation  
Other

#### Non-Operating

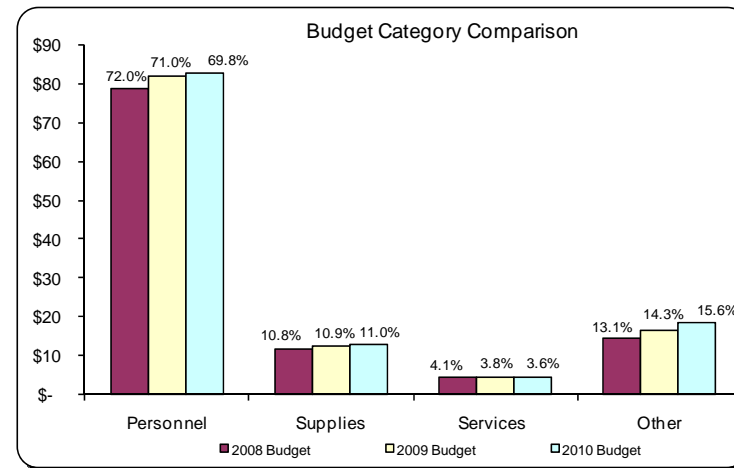
Debt Service

#### Transfers

## 2010 BUDGET OPERATING BUDGET

### Budget Category Comparison

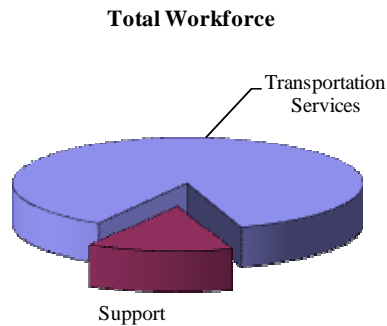
As shown on the graph below, while the operating budget expenditures have increased, the categories of the budget are nearly identical in all years. Personnel costs continue to be approximately 70%, supplies 11%, services 4%, and other 15% of the operating budget.



Operating expenses for 2010 are projected to total \$118.8 million. Total expenses are increasing \$3.4 million over the 2009 Budget. This is a result of a transfer from the self-insurance budget for liability claims to the operating budget for liability insurance through the Washington State Transportation Insurance Pool, wage and benefit labor agreement adjustments, medical and dental premium increases, and maintenance and operating cost increases attributable to supplies and material costs, fuel prices, and improved safety and security of our customers and employees.



## 2010 BUDGET OPERATING BUDGET



### 2010 Operating Budget Summary Analysis Expenditures By Object

	2009 Amended <u>Budget</u>	2009 Year-End <u>Estimate</u>	2010 <u>Budget</u>	Budget to Budget Change	
				<u>Amount</u>	<u>%</u>
Wages	\$ 61,117,729	\$ 58,145,693	\$ 62,469,909	\$ 1,352,180	2.2%
Benefits	20,769,534	18,909,370	20,473,611	(295,923)	-1.4%
M & O	33,504,796	28,296,301	35,809,185	2,304,389	6.9%
Total Operations	115,392,059	105,351,364	118,752,705	3,360,646	2.9%
Non-Operating Expenditures	2,260,301	2,260,301	860,301	(1,400,000)	-61.9%
Total	<u>\$ 117,652,360</u>	<u>\$ 107,611,665</u>	<u>\$ 119,613,006</u>	<u>\$ 1,960,646</u>	1.7%

**Wages** - The 2.2% increase in wages includes scheduled wage adjustments. The current Master Agreement with the transit union is for a three-year period, July 1, 2008 through June 30, 2011. The next increase of 4% is scheduled for July 2, 2010. No increase is budgeted in 2010 for non-represented employees.

The 2009 Budget includes 1,022 positions and 1,018.1 full-time equivalents (FTEs). There are no increases in staff positions in the 2010 Budget. A total of 7 positions have been eliminated from the 2009 Budget level due to service reductions.

**Benefits** - The Washington State Public Employees Retirement System (PERS) decreased the employer contribution rate from 8.31% to 5.33% of eligible wages effective July 1, 2009 and a further reduction to 5.31% effective September 1, 2009. Benefit costs continue to accelerate for health premiums. The primary health benefit provider is increasing the premium by 11.8%.



## 2010 BUDGET OPERATING BUDGET



**Maintenance and Operations** - The focus for 2010 is on increasing efficiency and effectiveness, engaging communities/customers and developing, designing, and implementing innovative services. At the same time, the budget recognizes rising costs for non-controllable items.

**Supplies** - Fuel costs, representing approximately 6% of the operating budget, are increasing \$845,113. The increase is primarily a result of the elimination of the Alternative Fuel Tax Credit of approximately \$1,200,000. It is possible that this credit could be reauthorized or extended by Congress beyond the current December 31, 2009 expiration date. Compressed Natural Gas (CNG) comprises 43% of the fuel costs. The Pierce Transit fleet is 100% CNG powered. The CNG cost reflects changes in transportation charges and the contract price of \$0.959 and \$0.957 effective November 2010. The diesel and unleaded costs are based on the best information available. Diesel costs are reimbursed by Sound Transit.

The fuel prices from 2009 Amended Budget and 2010 Budget are shown below.

### Fuel Prices

	2009 Budget	2010 Budget	\$ Change 2009 Budget to 2010 Budget
Unleaded	\$3.000	\$2.900	(\$0.100)
Diesel	\$3.250	\$2.900	(\$0.350)
CNG Jan/Oct	\$1.011	\$0.959	(\$0.052)
CNG Nov/Dec	\$0.959	\$0.957	(\$0.002)

**Insurance** - Purchased insurance costs are projected to increase \$1,267,000 due to a transfer from the self-insurance budget for liability claims to the operating budget for liability insurance through the Washington State Transportation Insurance Pool.





## 2010 BUDGET OPERATING BUDGET

**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. Pierce Transit has no debt following the early redemption of the outstanding bonds in the amount of \$1,335,000 in August, 2009. This resulted in a \$58,500 debt service saving to Pierce Transit. Additional information on debt may be found in the Debt section of this document.

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

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

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

Human Resources & Technology – *Administration, Organizational Learning, Risk Management, Office of Employee & Labor Relations, and the Office of Information Technology*

Finance, Audit & Administration - *Administration, 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 2008 Year-End Actuals, 2009 Amended Budget, 2009 Year-End Estimate, 2010 Budget, and the percent change from 2010 Budget to 2009 Budget follow.



**2010 BUDGET  
EXPENDITURE OBJECT CODE DEFINITIONS**

**In brief:**

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

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

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

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

**Supplies** – This category includes books, periodicals, office supplies, cleaning supplies, computer 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, 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.

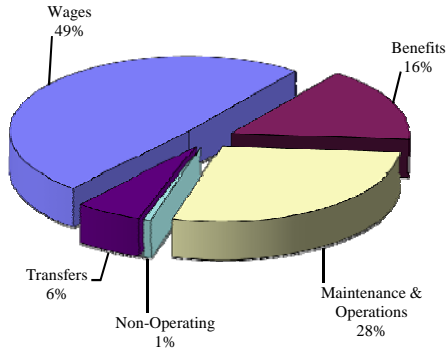
**Other** – This category includes association dues, taxes and assessments, purchased transportation, bridge tolls, and other contract services.

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



**2010 BUDGET  
OPERATING SUMMARY - EXPENDITURES**

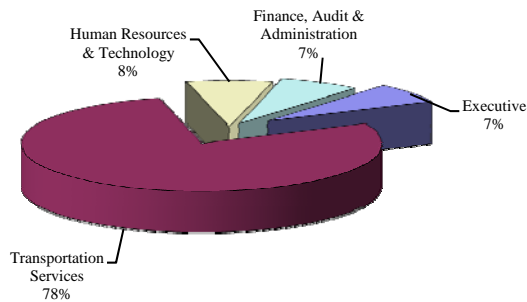
**Operating Expenditures & Transfers**



	2008 YEAR-END ACTUALS	2009 AMENDED BUDGET	2009 YEAR-END ESTIMATE	2010 BUDGET	% CHANGE 2010 BUDGET TO 2009 BUDGET
<b>OPERATING EXPENDITURES</b>					
<b>OPERATING</b>					
<b>PERSONNEL</b>					
Wages	\$56,209,861	\$61,117,729	\$58,145,693	\$62,469,909	2.2%
Benefits	18,640,181	20,769,534	18,909,370	20,473,611	-1.4%
<b>PERSONNEL</b>	<b>74,850,042</b>	<b>81,887,263</b>	<b>77,055,063</b>	<b>82,943,520</b>	<b>1.3%</b>
<b>MAINTENANCE &amp; OPERATIONS</b>					
Supplies	13,044,116	12,562,444	10,613,628	13,035,669	3.8%
Services	3,639,559	4,409,754	3,552,873	4,260,351	-3.4%
Insurance (Purchased)	683,448	595,500	585,500	1,862,500	212.8%
Utilities	1,424,564	1,754,243	1,387,710	1,284,534	-26.8%
Repairs	203,028	396,002	327,068	278,571	-29.7%
Rentals	228,289	249,644	182,025	132,052	-47.1%
Purchased Transportation	7,777,352	8,001,629	7,949,711	9,112,028	13.9%
Other	3,165,605	5,535,580	3,697,786	5,843,480	5.6%
<b>MAINTENANCE &amp; OPERATIONS</b>	<b>30,165,961</b>	<b>33,504,796</b>	<b>28,296,301</b>	<b>35,809,185</b>	<b>6.9%</b>
<b>OPERATING</b>	<b>105,016,003</b>	<b>115,392,059</b>	<b>105,351,364</b>	<b>118,752,705</b>	<b>2.9%</b>
<b>NON-OPERATING EXPENDITURES</b>					
Debt Service	532,991	1,400,000	1,400,000	-	-100.0%
Grant Exchange Funds	860,301	860,301	860,301	860,301	0.0%
<b>NON-OPERATING</b>	<b>1,393,292</b>	<b>2,260,301</b>	<b>2,260,301</b>	<b>860,301</b>	<b>-61.9%</b>
<b>TOTAL EXPENDITURES</b>	<b>106,409,295</b>	<b>117,652,360</b>	<b>107,611,665</b>	<b>119,613,006</b>	<b>1.7%</b>
<b>TRANSFERS</b>					
Liability and Other Insurance Transfer	(290,000)	(379,737)	(682,700)	736,402	-293.9%
Workers' Comp. Transfer	1,010,000	3,522,049	3,810,000	1,987,331	-43.6%
Capital Reserve	-	2,500,000	2,500,000	4,874,800	95.0%
<b>TRANSFERS</b>	<b>720,000</b>	<b>5,642,312</b>	<b>5,627,300</b>	<b>7,598,533</b>	<b>34.7%</b>
<b>TOTAL EXPENDITURES AND TRANSFERS</b>	<b>107,129,295</b>	<b>123,294,672</b>	<b>113,238,965</b>	<b>127,211,539</b>	<b>3.2%</b>
ENDING BALANCE	67,528,159	65,360,623	69,029,002	55,216,666	-15.5%
<b>TOTAL OPERATING EXPENDITURES AND ENDING BALANCE</b>	<b>\$174,657,454</b>	<b>\$188,655,295</b>	<b>\$182,267,967</b>	<b>\$182,428,205</b>	<b>-3.3%</b>



**Agency Operating Budget**

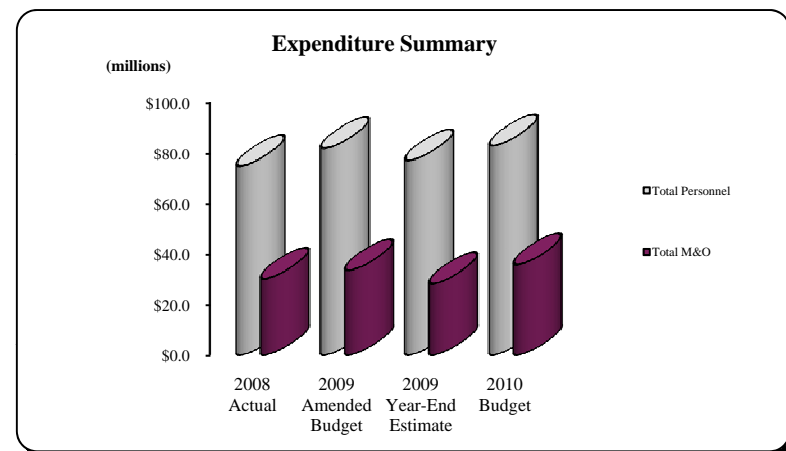


**2010 OPERATING BUDGET  
AGENCY EXPENDITURE COMPARISON**

Description	2008 Actual	2009 Amended Budget	2009 Year-End Estimate	2010 Budget	% Change 2010 Budget to 2009 Budget
<b>Personnel</b>					
Wages	\$ 56,209,861	\$ 61,117,729	\$ 58,145,693	\$ 62,469,909	2.21%
Benefits	18,640,181	20,769,534	18,909,370	20,473,611	-1.42%
<b>Personnel</b>	<b>74,850,042</b>	<b>81,887,263</b>	<b>77,055,063</b>	<b>82,943,520</b>	<b>1.29%</b>
<b>Maintenance and Operations</b>					
Supplies	13,044,116	12,562,444	10,613,628	13,035,669	3.77%
Services	3,639,559	4,409,754	3,552,873	4,260,351	-3.39%
Insurance	683,448	595,500	585,500	1,862,500	212.76%
Utilities	1,424,564	1,754,243	1,387,710	1,284,534	-26.78%
Repairs & Maintenance	203,028	396,002	327,068	278,571	-29.65%
Rentals	228,289	249,644	182,025	132,052	-47.10%
Other	10,217,447	12,573,637	10,842,907	14,131,118	12.39%
Repairs & Maint Contract Services	569,164	757,562	708,701	726,390	-4.11%
Other Improvements	156,347	206,010	95,889	98,000	-52.43%
<b>Maintenance and Operations</b>	<b>30,165,961</b>	<b>33,504,796</b>	<b>28,296,301</b>	<b>35,809,185</b>	<b>6.88%</b>
<b>Total *</b>	<b>\$ 105,016,003</b>	<b>\$ 115,392,059</b>	<b>\$ 105,351,364</b>	<b>\$ 118,752,705</b>	<b>2.91%</b>

Total FTE's *1,038.2      1,021.6      1,021.6      1,018.1*  
Total Positions *1,073.0      1,029.0      1,029.0      1,022.0*

\* Does not include Debt Service, Transfers or Self-Insurance Expenditures

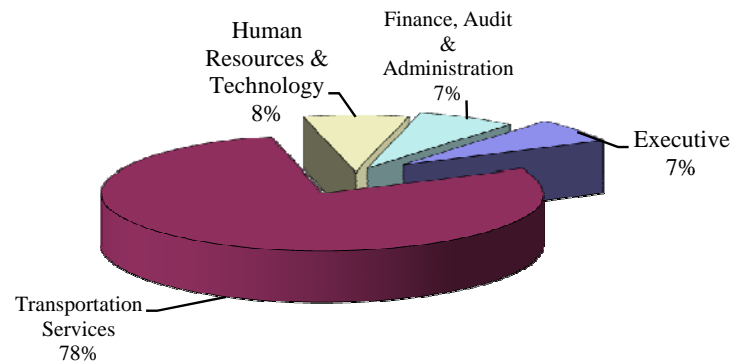




## 2010 OPERATING BUDGET DEPARTMENT SUMMARY

Description	Executive	Transportation Services	Human Resources & Technology	Finance, Audit & Administration	Total Agency
Personnel					
Wages	\$ 3,602,095	\$ 51,823,514	\$ 3,459,266	\$ 3,585,034	\$ 62,469,909
Benefits	929,395	17,473,525	941,195	1,129,496	20,473,611
Personnel	4,531,490	69,297,039	4,400,461	4,714,530	82,943,520
Maintenance and Operations					
Supplies	215,010	11,488,080	291,088	1,041,491	13,035,669
Services	2,630,391	596,693	805,456	227,811	4,260,351
Insurance	-	-	1,862,500	-	1,862,500
Utilities	-	884,900.00	399,634.00	-	1,284,534
Repairs & Maintenance	1,400	193,640	52,705	30,826	278,571
Rentals	3,000	43,913	-	85,139	132,052
Other	795,122	9,544,788	1,261,735	2,529,473	14,131,119
Repairs & Maint Contract Services	70,351	656,039	-	-	726,390
Other Improvements	-	98,000	-	-	98,000
Maintenance and Operations	3,715,274	23,506,053	4,673,118	3,914,740	35,809,185
Total	\$ 8,246,764	\$ 92,803,093	\$ 9,073,579	\$ 8,629,270	\$ 118,752,706
Total FTE's	37.0	884.6	43.0	53.5	1,018.1
Total Positions	38.0	886.0	43.0	55.0	1,022.0

**Agency Operating Budget**





PT Tomorrow  
We've learned that  
the public values us.



We learned that people understand that transit is directly related to economic development and to quality of life. Our riders and the public notice and value what we do. Information gathered from all outreach efforts will help guide the design of the conceptual plans for the future of Pierce Transit.

*“Pierce Transit is one of the best! You have the nicest people who are always willing to share good ideas and resources with other agencies. Pierce Transit is the model transit agency in the state!”*

— Paula Hammond, Washington State Secretary of Transportation

*“Pierce Transit has the best drivers, bar none! They’re always friendly, outgoing, and helpful.”*

— A Downtown Tacoma Workshop participant, who has ridden buses all over the U.S.A. during his career in journalism.



**2010 BUDGET  
EXECUTIVE DEPARTMENT  
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## 2010 BUDGET DEPARTMENT DESCRIPTION EXECUTIVE

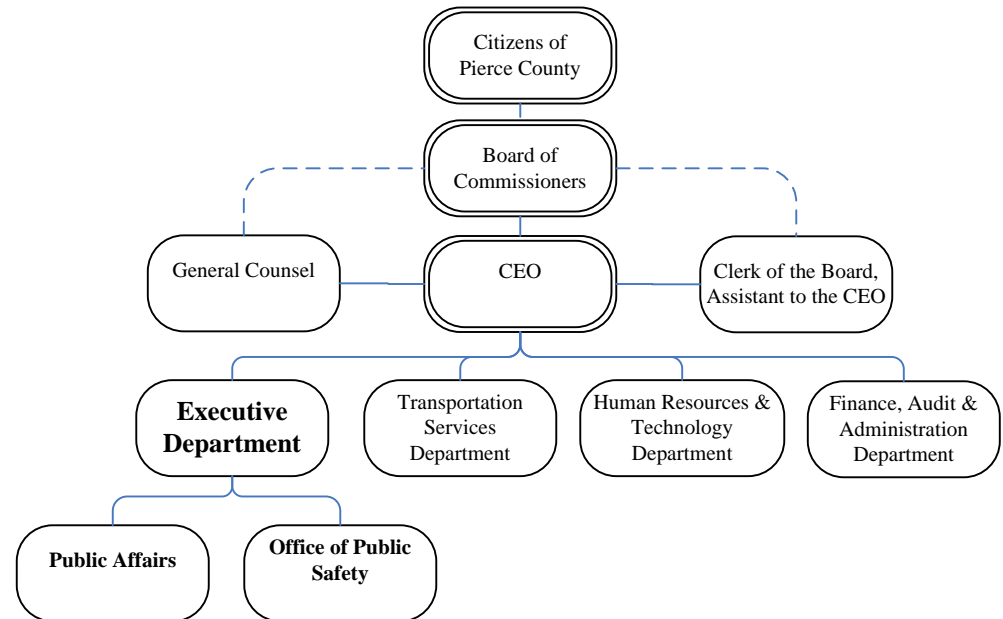
### In Brief:

The Executive Department is responsible for carrying out the Agency's mission under the direction and authority of the Board of Commissioners. The Executive Department head Lynne Griffith, Chief Executive Officer, marshals all of the resources – internal and external – necessary for accomplishing the Agency's mission to connect communities with safe, reliable, customer-friendly transit options and contributing to achieving the Agency-wide performance measures.

The department uses the Agency-wide performance measures to evaluate performance and 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. See the performance measures section for additional information.

### Overview:

The Executive Department consists of the following:



**Administration** Executive Administration is responsible for the implementation of Board of Commissioner and Agency policies as well as the vision of the Board of Commissioners. This area also houses special projects for the Agency. The Clerk of the Board is responsible for handling all public records requests that come into the Agency and is the designated agent for accepting all legal documents and claims. Public Relations Officer handles all media inquiries and messages that go out of the Agency. This office is responsible for disseminating accurate information to employees and the public. The employees in this area also participate in multiple external associations providing vital



**2010 BUDGET  
DEPARTMENT DESCRIPTION  
EXECUTIVE**

information about Pierce Transit to the community. Support and direction is also provided to the Agency's Finance, Audit & Administration, Transportation Services, Human Resources & Technology departments ensuring appropriate activities and performance support of the Board's goals and the Agency's mission.

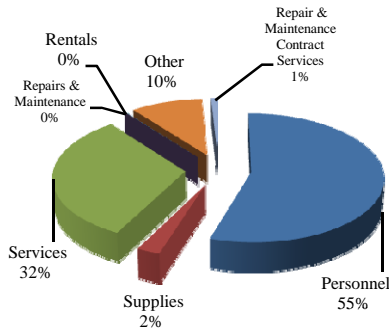
**Public Affairs** This division supports the Agency by making the public aware of Pierce Transit's services. This includes promotion of current and future services, advertisement of special event services, publication of passenger information materials (on-street information and Ride Guides), and implementation of programs focused on increasing ridership. In addition to work seen by the public, the office provides communications, consultations, and support to all divisions of Pierce Transit as they communicate within the Agency and to their specific audiences. This office also is responsible for providing graphic services, developing and implementing the marketing program, and market research.

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



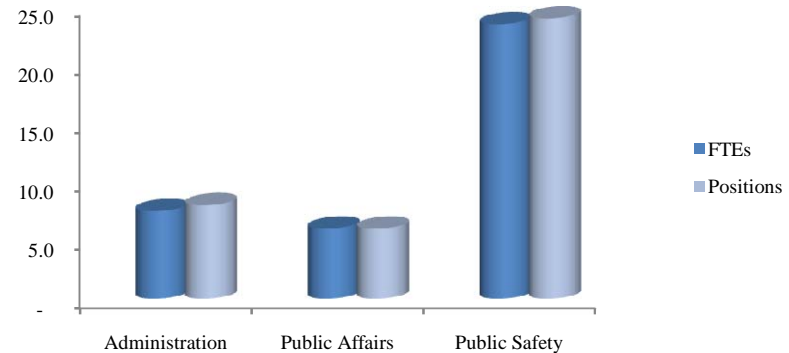
**2010 OPERATING BUDGET  
DEPARTMENT EXPENDITURE SUMMARY  
EXECUTIVE**

**Expenditure Summary**



Description	Administration	Public Affairs	Public Safety	Department Total
Personnel	\$ 903,216	\$ 609,940	\$ 3,018,334	\$ 4,531,490
Maintenance & Operations				
Supplies	3,730	9,405	201,875	215,010
Services	523,740	803,010	1,303,641	2,630,391
Repairs & Maintenance	-	1,400	-	1,400
Rentals	-	-	3,000	3,000
Other	770,869	-	24,253	795,122
Repair & Maintenance Contract Services	-	-	70,351	70,351
Maintenance & Operations	1,298,339	813,815	1,603,120	3,715,274
<b>TOTAL</b>	<b>\$ 2,201,555</b>	<b>\$ 1,423,755</b>	<b>\$ 4,621,454</b>	<b>\$ 8,246,764</b>
<i>FTEs</i>	<i>7.5</i>	<i>6.0</i>	<i>23.5</i>	<i>37.0</i>
<i>Positions</i>	<i>8.0</i>	<i>6.0</i>	<i>24.0</i>	<i>38.0</i>

**FTEs / Positions**





**2010 OPERATING BUDGET  
DEPARTMENT EXPENDITURE DETAIL  
EXECUTIVE**

	Object Number	Description	Administration      Public Affairs      Public Safety			Department Total
<b>PERSONNEL</b>	61100	Salaries	\$ 698,051	\$ 455,316	\$ 1,224,436	\$ 2,377,803
	61190	Contract Salaries	-	17,000	1,172,154	1,189,154
	61200	Overtime	-	3,000	32,138	35,138
	62500	Benefits	199,765	134,624	534,396	868,785
	62800	Auto Allowance	5,400	-	-	5,400
	62900	Uniforms	-	-	55,210	55,210
		<b>SUBTOTAL</b>	<b>903,216</b>	<b>609,940</b>	<b>3,018,334</b>	<b>4,531,490</b>
<b>SUPPLIES</b>	63110	Books & Periodicals	2,380	805	7,650	10,835
	63120	Office Supplies	1,250	-	15,600	16,850
	63250	Fuel - Unleaded	-	-	1,000	1,000
	63290	General Operating Supplies	100	8,600	55,375	64,075
	63310	Small Tools & Equipment	-	-	7,950	7,950
	63360	Repair Supplies - Comm Equip	-	-	113,300	113,300
	63380	Snow Supplies	-	-	1,000	1,000
		<b>SUBTOTAL</b>	<b>3,730</b>	<b>9,405</b>	<b>201,875</b>	<b>215,010</b>
<b>SERVICES</b>	64110	Professional Services	309,300	125,000	92,200	526,500
	64120	Legal Costs	175,000	-	-	175,000
	64130	Training	1,335	1,150	12,956	15,441
	64140	Security	-	-	1,183,594	1,183,594
	64150	Board Compensation Expense	14,580	-	-	14,580
	64160	Publicity & Public Relations	-	673,090	-	673,090
	64180	Miscellaneous Board Expense	2,500	-	-	2,500
	64210	Postage	850	500	395	1,745
	64330	Travel & Subsistence	13,075	420	2,320	15,815
	64340	Advertising	1,700	-	-	1,700
	64350	Printing & Binding	5,400	2,850	12,176	20,426
		<b>SUBTOTAL</b>	<b>523,740</b>	<b>803,010</b>	<b>1,303,641</b>	<b>2,630,391</b>
<b>REPAIRS &amp; MAINTENANCE</b>	64650	General Equipment	-	1,400	-	1,400
		<b>SUBTOTAL</b>	<b>-</b>	<b>1,400</b>	<b>-</b>	<b>1,400</b>
<b>RENTALS</b>	64790	Other	-	-	3,000	3,000
		<b>SUBTOTAL</b>	<b>-</b>	<b>-</b>	<b>3,000</b>	<b>3,000</b>
<b>OTHER</b>	64910	Association Dues	161,174	-	4,653	165,827
	64970	Other Contract Services	-	-	450	450
	64990	Other Miscellaneous Expenses	609,695	-	19,150	628,845
		<b>SUBTOTAL</b>	<b>770,869</b>	<b>-</b>	<b>24,253</b>	<b>795,122</b>
<b>REPAIR &amp; MAINTENANCE CONTRACT SERVICES</b>	65190	Environmental Services	-	-	70,351	70,351
		<b>SUBTOTAL</b>	<b>-</b>	<b>-</b>	<b>70,351</b>	<b>70,351</b>
		<b>TOTAL OPERATIONS</b>	<b>\$ 2,201,555</b>	<b>\$ 1,423,755</b>	<b>\$ 4,621,454</b>	<b>\$ 8,246,764</b>
	<i>FTEs</i>		<i>7.5</i>	<i>6.0</i>	<i>23.5</i>	<i>37.0</i>
	<i>Positions</i>		<i>8.0</i>	<i>6.0</i>	<i>24.0</i>	<i>38.0</i>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Executive**

***Divison: Administration***

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Chief Executive Officer	1.0	1.0	1.0	1.0	\$ 169,097	\$ 35,070	\$	204,167
Assistant to the CEO/Clerk of the Board	1.0	1.0	1.0	1.0	66,712	15,576		82,288
Senior Executive Assistant /Deputy Clerk of the Board *	1.0	1.0	0.0	0.0	-	-		-
Statagic Advisor	0.0	0.0	1.0	1.0	106,311	28,277		134,588
Chief Policy Counsel *	1.0	1.0	0.0	0.0	-	-		-
Public Relations Officer	1.0	1.0	1.0	1.0	116,240	23,726		139,966
Executive Project Manager	1.0	1.0	1.0	1.0	85,458	25,837		111,295
Senior Planner *	0.0	0.0	0.5	1.0	40,686	25,697		66,383
Senior Executive Assistant *	1.0	1.0	2.0	2.0	113,547	45,582		159,129
SUBTOTAL	7.0	7.0	7.5	8.0	698,051	199,765		897,816
Auto Allowance						5,400		5,400
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.5</b>	<b>8.0</b>	<b>\$ 698,051</b>	<b>\$ 205,165</b>	<b>\$</b>	<b>903,216</b>

\* Position Transfers



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Executive**  
**Division: Public Affairs**

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Director of Public Affairs	1.0	1.0	1.0	1.0	\$ 123,273	\$ 29,799		153,072
Marketing Design Specialist	2.0	2.0	2.0	2.0	112,401	34,270		146,671
Senior Marketing Design Specialist	1.0	1.0	1.0	1.0	65,813	23,674		89,487
Senior Marketing Specialist/Webmaster	1.0	1.0	1.0	1.0	73,252	24,322		97,574
Marketing Services Coordinator	1.0	1.0	1.0	1.0	80,577	20,595		101,172
	<hr/>		<hr/>		<hr/>			
SUBTOTAL	6.0	6.0	6.0	6.0	455,316	132,660		587,976
Overtime					3,000	295		3,295
Work Study					17,000	1,669		18,669
	<hr/>		<hr/>		<hr/>			
<b>TOTAL</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>\$ 475,316</b>	<b>\$ 134,624</b>	<b>\$</b>	<b>609,940</b>
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**2010 OPERATING BUDGET  
OFFICE EXPENDITURE DETAIL  
PUBLIC SAFETY**

	Object Number	Description	Division						Office Total
			Administration 10-657000-	Emergency Planning 10-113000-	Occupational Safety 10-655000-	Physical Security 10-645000-	Transit Police 10-658000-	Uniform Security 10-659000-	
<b>PERSONNEL</b>	61100	Salaries	\$ 175,397	\$ 92,276	\$ 82,164	\$ 157,429	\$ -	\$ 717,170	\$ 1,224,436
	61190	Contract Salaries	-	-	-	-	1,172,154	-	1,172,154
	61200	Overtime	-	-	-	2,900	14,238	15,000	32,138
	62500	Benefits	54,448	37,267	20,862	40,568	90,759	290,493	534,396
	62900	Uniforms	1,000	-	-	400	-	53,810	55,210
		<b>SUBTOTAL</b>	230,845	129,543	103,026	201,297	1,277,151	1,076,473	3,018,334
<b>SUPPLIES</b>	63110	Books & Periodicals	1,200	2,900	2,100	500	250	700	7,650
	63120	Office Supplies	500	500	2,300	12,300	-	-	15,600
	63230	Fuel - Unleaded	1,000	-	-	-	-	-	1,000
	63290	General Operating Supplies	-	3,514	51,861	-	-	-	55,375
	63310	Small Tools & Equipment	1,200	300	-	250	3,700	2,500	7,950
	63360	Repair & Maint.	-	-	-	108,300	-	5,000	113,300
	63380	Snow Supplies	-	-	1,000	-	-	-	1,000
		<b>SUBTOTAL</b>	3,900	7,214	57,261	121,350	3,950	8,200	201,875
<b>SERVICES</b>	64110	Professional Services	-	17,000	13,900	43,500	-	17,800	92,200
	64130	Training	3,345	490	2,395	864	-	5,862	12,956
	64140	Security	-	-	-	-	1,183,594	-	1,183,594
	64210	Postage	300	25	70	-	-	-	395
	64330	Travel & Subsistence	2,320	-	-	-	-	-	2,320
	64350	Printing & Binding	500	6,976	200	3,000	1,500	-	12,176
		<b>SUBTOTAL</b>	6,465	24,491	16,565	47,364	1,185,094	23,662	1,303,641
<b>RENTALS</b>	64790	Other	-	-	-	-	3,000	-	3,000
		<b>SUBTOTAL</b>	-	-	-	-	3,000	-	3,000
<b>OTHER</b>	64910	Association Dues	700	165	3,088	700	-	-	4,653
	64970	Other Contract Services	-	-	-	-	-	450	450
	64990	Other Miscellaneous Expenses	900	9,500	8,250	-	-	500	19,150
		<b>SUBTOTAL</b>	1,600	9,665	11,338	700	-	950	24,253
<b>REPAIR &amp; MAINTENANCE</b>									
<b>CONTRACT SERVICES</b>	65190	Environmental Services	-	-	70,351	-	-	-	70,351
		<b>SUBTOTAL</b>	-	-	70,351	-	-	-	70,351
		<b>TOTAL OPERATIONS</b>	\$ 242,810	\$ 170,913	\$ 258,541	\$ 370,711	\$ 2,469,195	\$ 1,109,285	\$ 4,621,454
		<i>FTEs</i>	2.0	1.0	1.0	3.0	-	16.5	23.5
		<i>Positions</i>	2.0	1.0	1.0	3.0	-	17.0	24.0



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Chief of Public Safety & Transit Police	1.0	1.0	1.0	1.0	\$ 122,144	\$ 31,357	\$ 153,501
Senior Executive Assistant/Deputy Clerk of the Board *	0.0	0.0	1.0	1.0	53,253	22,091	75,344
SUBTOTAL	1.0	1.0	2.0	2.0	175,397	53,448	228,845
Uniforms						1,000	1,000
<b>TOTAL</b>	<b>1.0</b>	<b>1.0</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 175,397</b>	<b>\$ 54,448</b>	<b>\$ 229,845</b>

\* Position Transfer





**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Executive**  
**Office of: Public Safety**  
*Division: Emergency Planning*

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Emergency & Planning Response Manager *	0.0	0.0	1.0	1.0	\$ 92,276	\$ 37,267	\$ 129,543
<b>TOTAL</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 92,276</b>	<b>\$ 37,267</b>	<b>\$ 129,543</b>

\* Position Transfer



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Emergency & Planning Response Manager *	1.0	1.0	0.0	0.0	\$ -	\$ -	\$ -
Safety Officer	1.0	1.0	1.0	1.0	82,164	20,862	103,026
<b>TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 82,164</b>	<b>\$ 20,862</b>	<b>\$ 103,026</b>

\* Position Transfer



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget Benefits	TOTAL
	FTEs	Positions	FTEs	Positions			
Physical Security & Records Manager	1.0	1.0	1.0	1.0	67,964	8,066	76,030
Transit Security Specialist	2.0	2.0	2.0	2.0	89,465	32,578	122,043
SUBTOTAL	3.0	3.0	3.0	3.0	157,429	40,644	198,073
Uniforms					400	39	439
Overtime					2,900	285	3,185
<b>TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>\$ 160,729</b>	<b>\$ 40,968</b>	<b>\$ 201,697</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget Benefits	TOTAL
	FTEs	Positions	FTEs	Positions			
Contract Off-Duty Police	0.0	0.0	0.0	0.0	1,172,154	89,670	1,261,824
Contract Off-Duty Police Overtime	0.0	0.0	0.0	0.0	14,238	1,089	15,327
<b>TOTAL</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>\$ 1,186,392</b>	<b>\$ 90,759</b>	<b>\$ 1,277,151</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget Benefits	TOTAL
	FTEs	Positions	FTEs	Positions			
Transit Security Sergeant	3.0	3.0	3.0	3.0	181,140	61,227	242,367
Transit Security Officer - Lakewood	2.0	2.0	2.0	2.0	76,218	31,586	107,804
Transit Security Officer	10.0	10.0	11.5	12.0	459,812	195,782	655,594
SUBTOTAL	15.0	15.0	16.5	17.0	717,170	288,595	1,005,765
Overtime					15,000	1,898	16,898
Uniforms						53,810	53,810
<b>TOTAL</b>	<b>15.0</b>	<b>15.0</b>	<b>16.5</b>	<b>17.0</b>	<b>\$ 732,170</b>	<b>\$ 344,303</b>	<b>\$ 1,076,473</b>

Challenging ourselves  
to think like owners.



Pierce Transit employees know we must be effective stewards of public resources. We are committed to the mission of the agency and to continue to do all we can to minimize our expenses. In 2009, PT Tomorrow invited employees to think and act like owners by:

- promoting Pierce Transit,
- making things right with the customer,
- looking for ways to save money,
- understanding their customers' desired experience,
- working to stay positive in a challenging economy.

Employee ideas and efforts have combined to save \$72 million over three years. This included everything, from buying fabric in bulk to reducing operator overtime. Pierce Transit employees are our competitive advantage.



**2010 BUDGET  
TRANSPORTATION SERVICES DEPARTMENT  
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### In Brief:

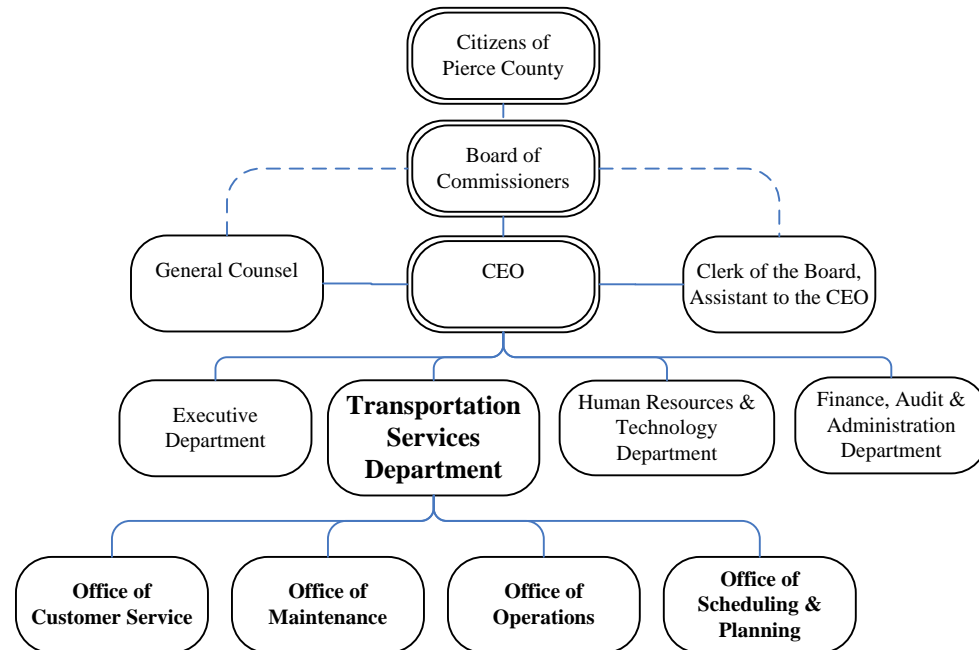
The Transportation Services Department; with just over 500 Transit Operators, more than 100 fleet maintenance personnel, less than 30 facilities technicians and only 26 customer service representatives; visibly carries out Pierce Transit's mission on a daily basis. The department's goal of providing the highest quality service is accomplished through effective and responsive management, innovative and involved leadership, and positive motivation of high caliber employees who support the mission and vision while contributing to achieving the Agency-wide performance measures. The department uses the Agency-wide performance measures to evaluate performance and 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. See the performance measures section for additional information.

The department is lead by Vice President Sam Desue.

## 2010 BUDGET DEPARTMENT DESCRIPTION TRANSPORTATION SERVICES

### Overview:

The Transportation Services Department consists of the following:



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

**Office of Customer Service** Customer service functions include telephone customer support in trip planning and reservations, direct sales of fare media to the public at our Bus Shop outlets, and distribution of schedule information and products. Customer problem resolution also makes up a large portion of this office's responsibility, along with lost and found.



**2010 BUDGET  
DEPARTMENT DESCRIPTION  
TRANSPORTATION SERVICES**

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

**Office of Maintenance** The Office of Maintenance is responsible for all of the Agency's rolling stock, which includes buses, Specialized Transportation (SHUTTLE) vans, vanpool vans, and support vehicles, along with Sound Transit vehicles under contract with us. This responsibility begins with life-cycle replacement analysis, then the development of specifications to acquire new vehicles and then carries through administration of 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 surplus vehicles when they have reached the end of their useful life. A full service shop is operated which includes body repair, component rebuild, a machine shop, a tire shop, an upholstery shop, and repair/service bays to accomplish preventive, as well as demand maintenance.

This office also manages the planning, design, development, permitting, and construction/replacement of the Agency's facilities and stationary equipment. Staff members 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.

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



**2010 BUDGET  
DEPARTMENT DESCRIPTION  
TRANSPORTATION SERVICES**

**Office of Scheduling and Planning** The Office of Planning and Scheduling has the primary responsibility to plan comprehensively for the orderly growth or contraction of all Pierce Transit bus routes; to be instrumental in the service coordination with multiple jurisdictions to address their needs for service and Pierce Transit's ability to fulfill these needs; to complete long-range planning functions and to explain through an annual Transit Development Plan (TDP) the next six years of transit development at the agency; to monitor data coming through manual and automated collection methods to further refine the service that is being delivered and to insure that efficiencies are realized; to also coordinate these functions with the regional provider, Sound Transit, and to insure the service provided complements the regional demand; to further review the demand for service at a bus stop level and to improve the efficiency or customer comfort of stops through amenity upgrades (benches, shelters, lighting, and the like) or to make decisions which will improve the overall performance of stops and to reduce the costs to the agency.

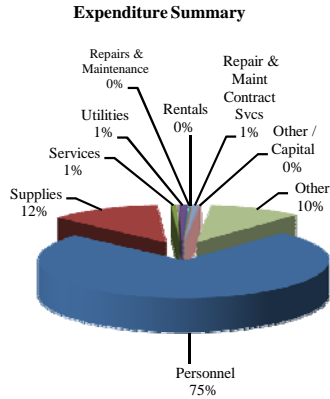
The office is also responsible for the preparation of transit operator work assignments which coincide with the demand for service and the total number of operators available to provide the service.

Staff members of this office are also responsible for attending internal and external meetings and workshops to detail changes to transit in Pierce County and the region and to address transit related questions and comments.

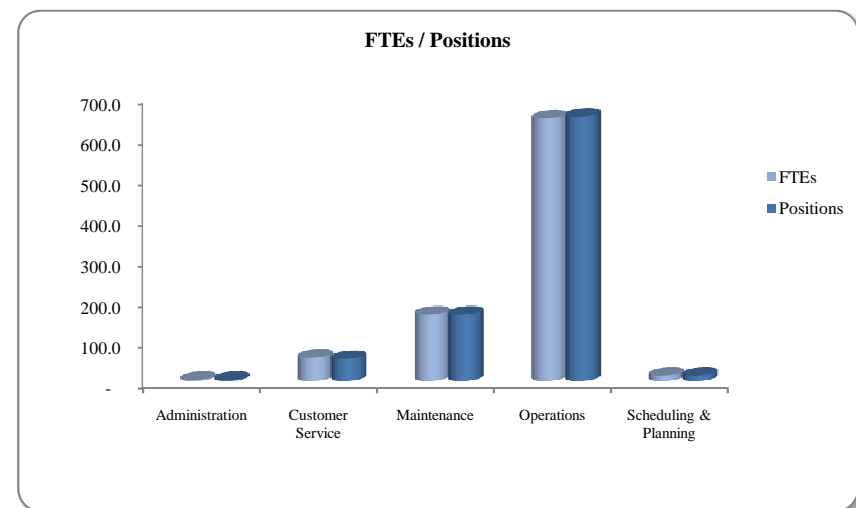




**2010 OPERATING BUDGET  
DEPARTMENT EXPENDITURE SUMMARY  
TRANSPORTATION SERVICES**



Description	Administration	Customer Service	Maintenance	Operations	Scheduling & Planning	Department Total
Personnel	\$ 340,361	\$ 4,445,935	\$ 13,447,640	\$ 49,694,490	\$ 1,368,613	\$ 69,297,039
Maintenance & Operations						
Supplies	2,426	97,404	11,198,808	25,507	163,935	11,488,080
Services	40,290	85,900	152,280	51,078	267,145	596,693
Utilities	-	-	884,900	-	-	884,900
Repairs & Maintenance	-	5,500	188,140	-	-	193,640
Rentals	-	-	41,413	2,500	-	43,913
Other	1,580	307,700	32,170	9,190,563	12,775	9,544,788
Repair & Maint Contract Svcs	-	-	656,039	-	-	656,039
Other / Capital	-	-	-	-	98,000	98,000
Maintenance & Operations	44,296	496,504	13,153,750	9,269,648	541,855	23,506,053
<b>TOTAL</b>	<b>\$ 384,657</b>	<b>\$ 4,942,439</b>	<b>\$ 26,601,391</b>	<b>\$ 58,964,137</b>	<b>\$ 1,910,468</b>	<b>\$ 92,803,093</b>
<i>FTEs</i>	<i>3.0</i>	<i>57.5</i>	<i>164.0</i>	<i>647.1</i>	<i>13.0</i>	<i>884.6</i>
<i>Positions</i>	<i>3.0</i>	<i>54.0</i>	<i>164.0</i>	<i>652.0</i>	<i>13.0</i>	<i>886.0</i>





**2010 OPERATING BUDGET  
DEPARTMENT EXPENDITURE DETAIL  
TRANSPORTATION SERVICES**

	Object Number	Description	Administration	Customer Service	Maintenance	Operations	Scheduling & Planning	Department Total
<b>PERSONNEL</b>	61100	Salaries	\$ 276,464	\$ 3,111,266	\$ 9,570,736	\$ 32,328,839	1,017,379	\$ 46,304,684
	61160	Safety & Attendance	-	16,600	73,000	227,900	1,000	318,500
	61190	Contract Salaries	-	-	-	-	40,000	40,000
	61200	Overtime	-	198,870	289,245	4,670,715	1,500	5,160,330
	62500	Benefits	63,897	1,119,200	3,409,131	12,141,091	308,734	17,042,053
	62900	Uniforms	-	-	105,528	325,944	-	431,472
		<b>SUBTOTAL</b>	340,361	4,445,935	13,447,640	49,694,490	1,368,613	69,297,039
<b>SUPPLIES</b>	63110	Books & Periodicals	776	470	2,555	4,218	350	8,369
	63120	Office Supplies	150	1,075	2,350	6,429	1,400	11,404
	63230	Fuel - Unleaded	-	-	680,254	-	-	680,254
	63240	Fuel - CNG	-	-	3,109,394	-	-	3,109,394
	63250	Fuel - Diesel	-	-	2,437,057	-	-	2,437,057
	63260	Lube & Oil	-	-	329,904	-	-	329,904
	63280	Tires	-	-	677,047	-	-	677,047
	63290	General Operating Supplies	1,500	95,759	266,444	13,410	79,700	456,813
	63310	Small Tools & Equipment	-	100	64,412	1,450	-	65,962
	63380	Snow Supplies	-	-	15,000	-	-	15,000
	63390	Other Repair & Maintenance	-	-	3,614,391	-	82,485	3,696,876
		<b>SUBTOTAL</b>	2,426	97,404	11,198,808	25,507	163,935	11,488,080
<b>SERVICES</b>	64110	Professional Services	40,000	16,300	120,750	650	248,350	426,050
	64130	Training	-	-	16,525	990	12,000	29,515
	64160	Publicity & Public Relations	-	62,250	-	3,000	-	65,250
	64210	Postage	-	5,750	250	4,075	245	10,320
	64330	Travel & Subsistence	250	1,600	13,905	5,083	3,000	23,838
	434	Advertising	-	-	-	-	150	150
	64350	Printing & Binding	40	-	850	37,280	3,400	41,570
		<b>SUBTOTAL</b>	40,290	85,900	152,280	51,078	267,145	596,693
<b>UTILITIES</b>	64560	Electricity	-	-	700,000	-	-	700,000
	64570	Water	-	-	110,000	-	-	110,000
	64580	Garbage	-	-	74,900	-	-	74,900
		<b>SUBTOTAL</b>	-	-	884,900	-	-	884,900



**2010 OPERATING BUDGET  
DEPARTMENT EXPENDITURE DETAIL  
TRANSPORTATION SERVICES**

	Object Number	Description	Administration	Customer Service	Maintenance	Operations	Scheduling & Planning	Department Total
<b>REPAIRS &amp; MAINTENANCE</b>	64610	Building	-	-	224,500	-	-	224,500
	64620	Communication Equipment	-	4,500	-	-	-	4,500
	64650	General Equipment	-	1,000	75,640	-	-	76,640
	64670	Insurance Recovery	-	-	(80,000)	-	-	(80,000)
	64690	Warranty Credit	-	-	(32,000)	-	-	(32,000)
		<b>SUBTOTAL</b>	-	5,500	188,140	-	-	193,640
<b>RENTALS</b>	64730	Equipment	-	-	18,600	2,500	-	21,100
	64790	Other	-	-	22,813	-	-	22,813
		<b>SUBTOTAL</b>	-	-	41,413	2,500	-	43,913
<b>OTHER</b>	64910	Association Dues	1,080	-	2,200	2,000	25	5,305
	64960	Purchased Transportation	-	-	-	9,112,028	-	9,112,028
	64970	Other Contract Services	-	307,200	26,520	-	7,500	341,220
	64980	Bridge Tolls	-	-	3,000	57,900	-	60,900
	64990	Other Miscellaneous Expenses	500	500	450	18,635	5,250	25,335
		<b>SUBTOTAL</b>	1,580	307,700	32,170	9,190,563	12,775	9,544,788
<b>REPAIR &amp; MAINTENANCE CONTRACT SERVICES</b>	65100	Custodial	-	-	448,200	-	-	448,200
	65110	Landscaping	-	-	78,800	-	-	78,800
	65120	Pest Control	-	-	4,500	-	-	4,500
	65130	Elevator Maintenance	-	-	21,000	-	-	21,000
	65140	Recycling	-	-	5,550	-	-	5,550
	65150	Fire Life Safety System Maint	-	-	43,889	-	-	43,889
	65160	UPS Maintenance Services	-	-	12,000	-	-	12,000
	65170	Generator Maintenance	-	-	6,000	-	-	6,000
	65180	Calibration Services	-	-	3,000	-	-	3,000
	65200	Water Feature Services	-	-	7,000	-	-	7,000
	65210	Roof Maintenance	-	-	10,000	-	-	10,000
	65220	Electrical System Maintenance	-	-	8,000	-	-	8,000
	65230	Crane & Hoist Maintenance	-	-	8,100	-	-	8,100
		<b>SUBTOTAL</b>	-	-	656,039	-	-	656,039
<b>OTHER / CAPITAL</b>	66300	Other Structures & Improvements	-	-	-	-	97,000	97,000
	66400	Machinery, Equip & Furniture	-	-	-	-	1,000	1,000
		<b>SUBTOTAL</b>	-	-	-	-	98,000	98,000
		<b>TOTAL OPERATIONS</b>	\$ 384,657	\$ 4,942,439	\$ 26,601,391	\$ 58,964,137	\$ 1,910,468	\$ 92,803,093
	<i>FTEs</i>		3.0	57.5	164.0	647.1	13.0	884.6
	<i>Positions</i>		3.0	54.0	164.0	652.0	13.0	886.0



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Transportation Services**

*Division: Administration*

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
VP Transportation Services	1.0	1.0	1.0	1.0	\$ 151,600	\$ 33,084	\$ 184,684
Contracted Services Administrator	1.0	1.0	1.0	1.0	69,262	20,315	89,577
Senior Executive Assistant	1.0	1.0	1.0	1.0	55,602	10,498	66,100
<b>TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>\$ 276,464</b>	<b>\$ 63,897</b>	<b>\$ 340,361</b>





**2010 OPERATING BUDGET  
OFFICE EXPENDITURE DETAIL  
CUSTOMER SERVICE**

	Object Number	Description	Division						Office Total
			Administration 10-632000-	Field Customer Service 10-636000-	Fixed Route Customer Service 10-637000-	Operations Communications Administration 10-634000-	Operations Communications Operations 10-635000-	SHUTTLE Customer Service 10-638000-	
<b>PERSONNEL</b>	61100	Salaries	\$ 269,118	\$ 181,774	\$ 548,469	\$ 175,161	\$ 1,483,708	\$ 453,036	\$ 3,111,266
	61160	Safety & Attendance	-	900	5,000	-	6,300	4,400	16,600
	61200	Overtime	-	2,400	15,000	-	139,470	42,000	198,870
	62500	Benefits	75,910	51,253	291,357	53,824	423,726	223,130	1,119,200
		<b>SUBTOTAL</b>	<b>345,027</b>	<b>236,327</b>	<b>859,826</b>	<b>228,985</b>	<b>2,053,204</b>	<b>722,566</b>	<b>4,445,935</b>
<b>SUPPLIES</b>	63110	Books & Periodicals	-	70	175	50	-	175	470
	63120	Office Supplies	-	-	-	75	-	1,000	1,075
	63290	General Operating Supplies	-	3,200	6,525	86,034	-	-	95,759
	63310	Small Tools & Equipment	-	-	-	100	-	-	100
		<b>SUBTOTAL</b>	<b>-</b>	<b>3,270</b>	<b>6,700</b>	<b>86,259</b>	<b>-</b>	<b>1,175</b>	<b>97,404</b>
<b>SERVICES</b>	64110	Professional Services	-	1,000	300	15,000	-	-	16,300
	64160	Publicity & Public Relations	-	62,250	-	-	-	-	62,250
	64210	Postage	500	2,000	3,100	150	-	-	5,750
	64330	Travel & Subsistence	900	-	-	700	-	-	1,600
		<b>SUBTOTAL</b>	<b>1,400</b>	<b>65,250</b>	<b>3,400</b>	<b>15,850</b>	<b>-</b>	<b>-</b>	<b>85,900</b>
<b>REPAIRS &amp; MAINTENANCE</b>	64620	Communication Equipment	-			4,500	-		4,500
	64650	General Equipment		400	600	-	-		1,000
		<b>SUBTOTAL</b>	<b>-</b>	<b>400</b>	<b>600</b>	<b>4,500</b>	<b>-</b>	<b>-</b>	<b>5,500</b>
<b>OTHER</b>	64970	Other Contract Services	-	30,700	276,500	-	-	-	307,200
	64990	Other Miscellaneous Expenses	-	-	-	500	-	-	500
		<b>SUBTOTAL</b>	<b>-</b>	<b>30,700</b>	<b>276,500</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>307,700</b>
		<b>TOTAL OPERATIONS</b>	<b>\$ 346,427</b>	<b>\$ 335,947</b>	<b>\$ 1,147,026</b>	<b>\$ 336,094</b>	<b>\$ 2,053,204</b>	<b>\$ 723,741</b>	<b>\$ 4,942,439</b>
		<i>FTEs</i>	<i>3.0</i>	<i>3.0</i>	<i>14.5</i>	<i>2.0</i>	<i>23.0</i>	<i>12.0</i>	<i>57.5</i>
		<i>Positions</i>	<i>3.0</i>	<i>3.0</i>	<i>15.0</i>	<i>2.0</i>	<i>19.0</i>	<i>12.0</i>	<i>54.0</i>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Director of Customer Service	1.0	1.0	1.0	1.0	\$ 101,421	\$ 27,152	\$ 128,572
Customer Service & Quality Assurance Manager	1.0	1.0	1.0	1.0	98,563	28,878	127,441
Customer Services Assistant Manager	1.0	1.0	1.0	1.0	69,134	19,880	89,014
Quality Assurance Analyst	1.0	1.0	0.0	0.0	-	-	-
<b>TOTAL</b>	<b>4.0</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>\$ 269,118</b>	<b>\$ 75,910</b>	<b>\$ 345,027</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Community Relations Coordinator	1.0	1.0	1.0	1.0	\$ 92,276	\$ 14,474	\$ 106,750
Field Customer Services Representative	2.0	2.0	2.0	2.0	89,498	36,455	125,953
SUBTOTAL	3.0	3.0	3.0	3.0	181,774	50,929	232,703
Safety & Attendance					900	88	988
Overtime					2,400	236	2,636
TOTAL	3.0	3.0	3.0	3.0	\$ 185,074	\$ 51,253	\$ 236,327



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Transportation Services**

**Office of: Customer Service**

*Division: Fixed Route Customer Service*

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget Benefits	TOTAL
	FTEs	Positions	FTEs	Positions			
Lead Customer Services Representative	1.0	1.0	1.0	1.0	46,682	18,655	65,337
Customer Services Representatives II	10.8	12.0	10.5	11.0	448,495	213,393	661,888
Customer Services Representatives I	1.0	1.0	3.0	3.0	53,292	56,778	110,070
SUBTOTAL	12.8	14.0	14.5	15.0	548,469	288,826	837,295
Safety & Attendance					5,000	633	5,633
Overtime					15,000	1,898	16,898
<b>TOTAL</b>	<b>12.8</b>	<b>14.0</b>	<b>14.5</b>	<b>15.0</b>	<b>\$ 568,469</b>	<b>\$ 291,357</b>	<b>\$ 859,826</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Communications Center Manager	1.0	1.0	1.0	1.0	\$ 97,812	\$ 27,628	\$ 125,440
Communications Center Assistant Manager	1.0	1.0	1.0	1.0	77,349	26,196	103,545
<b>TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 175,161</b>	<b>\$ 53,824</b>	<b>\$ 228,985</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Dispatch Coordinator	1.0	1.0	1.0	1.0	\$ 67,590	\$ 25,000	\$ 92,590
Service Supervisors	8.0	8.0	9.0	9.0	590,337	176,379	766,716
Dispatchers	9.0	9.0	9.0	9.0	592,961	185,169	778,130
SUBTOTAL	18.0	18.0	19.0	19.0	1,250,888	386,548	1,637,436
Relief Dispatchers	0.0	0.0	4.0	0.0	230,189	22,605	252,794
Safety & Attendance					6,300	619	6,919
Longevity					2,631	258	2,889
Overtime					139,470	13,696	153,166
<b>TOTAL</b>	<b>18.0</b>	<b>18.0</b>	<b>23.0</b>	<b>19.0</b>	<b>\$ 1,629,478</b>	<b>\$ 423,726</b>	<b>\$ 2,053,204</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget Benefits	TOTAL
	FTEs	Positions	FTEs	Positions			
Lead Customer Services Representative	1.0	1.0	1.0	1.0	46,682	22,282	68,964
Customer Services Representatives - Full-time	8.0	8.0	8.0	8.0	343,879	143,308	487,187
Customer Services Representatives - Part-time	4.0	4.0	3.0	3.0	62,475	51,670	114,145
SUBTOTAL	13.0	13.0	12.0	12.0	453,036	217,260	670,296
Safety & Attendance					4,400	557	4,957
Overtime					42,000	5,313	47,313
<b>TOTAL</b>	<b>13.0</b>	<b>13.0</b>	<b>12.0</b>	<b>12.0</b>	<b>\$ 499,436</b>	<b>\$ 223,130</b>	<b>\$ 722,566</b>



**2010 OPERATING BUDGET  
OFFICE EXPENDITURE DETAIL  
MAINTENANCE**

	Object Number	Description	Division						Office Total
			Administration 10-654000-	Capital & Construction Projects 10-411000-	Facilities Management 10-653000-	Maintenance Automotive 10-651000-	Maintenance Bus 10-652000-	Maintenance Training 10-656000-	
<b>PERSONNEL</b>	61100	Salaries	\$ 180,757	\$ 146,292	\$ 1,541,874	\$ 3,236,665	\$ 4,386,036	\$ 79,112	\$ 9,570,736
	61160	Safety & Attendance	-	-	9,000	39,000	25,000	-	73,000
	62100	Overtime	-	-	56,000	95,000	138,245	-	289,245
	62500	Benefits	39,870	46,803	569,335	1,290,116	1,446,756	16,252	3,409,131
	62900	Uniforms	-	-	20,000	35,500	50,028	-	105,528
		<b>SUBTOTAL</b>	220,627	193,095	2,196,209	4,696,281	6,046,065	95,364	13,447,640
<b>SUPPLIES</b>	63110	Books & Periodicals	300	250	1,405	500	-	100	2,555
	63120	Office Supplies	300	500	1,500	50	-	-	2,350
	63230	Fuel - Unleaded	-	-	-	680,254	-	-	680,254
	63240	Fuel - CNG	-	-	-	-	3,109,394	-	3,109,394
	63250	Fuel - Diesel	-	-	-	-	2,437,057	-	2,437,057
	63260	Lube & Oil	-	-	-	45,000	284,904	-	329,904
	63280	Tires	-	-	-	58,719	618,328	-	677,047
	63290	General Operating Supplies	-	500	68,700	94,698	102,546	-	266,444
	63310	Small Tools & Equipment	-	-	8,500	16,355	38,557	1,000	64,412
	63380	Snow Supplies	-	-	10,000	-	5,000	-	15,000
	63390	General Repair & Maint Supplies	-	-	337,500	271,373	3,005,518	-	3,614,391
		<b>SUBTOTAL</b>	600	1,250	427,605	1,166,949	9,601,304	1,100	11,198,808
<b>SERVICES</b>	64110	Professional Services	-	7,000	60,000	18,750	35,000	-	120,750
	64130	Training	-	-	-	-	-	16,525	16,525
	64210	Postage	100	150	-	-	-	-	250
	64330	Travel & Subsistence	13,905	-	-	-	-	-	13,905
	64350	Printing & Binding	200	500	150	-	-	-	850
		<b>SUBTOTAL</b>	14,205	7,650	60,150	18,750	35,000	16,525	152,280
<b>UTILITIES</b>	64560	Electricity	-	-	700,000	-	-	-	700,000
	64570	Water	-	-	110,000	-	-	-	110,000
	64580	Garbage	-	-	74,900	-	-	-	74,900
		<b>SUBTOTAL</b>	-	-	884,900	-	-	-	884,900
<b>REPAIRS &amp; MAINTENANCE</b>	64610	Building	-	-	224,500	-	-	-	224,500
	64650	General Equipment	-	-	10,000	30,140	35,500	-	75,640
	64670	Insurance Recovery	-	-	-	-	(80,000)	-	(80,000)
	64690	Warranty Credit	-	-	-	(2,000)	(30,000)	-	(32,000)
		<b>SUBTOTAL</b>	-	-	234,500	28,140	(74,500)	-	188,140
<b>RENTALS</b>	64730	Equipment	-	-	18,600	-	-	-	18,600
	64790	Other	-	-	22,813	-	-	-	22,813
		<b>SUBTOTAL</b>	-	-	41,413	-	-	-	41,413





**2010 OPERATING BUDGET  
OFFICE EXPENDITURE DETAIL  
MAINTENANCE**

Object Number	Description	Division						Office Total
		Administration 10-654000-	Capital & Construction Projects 10-411000-	Facilities Management 10-653000-	Maintenance Automotive 10-651000-	Maintenance Bus 10-652000-	Maintenance Training 10-656000-	
<b>OTHER</b>								
64910	Association Dues	500	300	1,400	-	-	-	2,200
64970	Other Contract Services	-	-	-	26,520	-	-	26,520
64980	Bridge Tolls	-	-	3,000	-	-	-	3,000
64990	Other Miscellaneous Expenses	150	300	-	-	-	-	450
	<b>SUBTOTAL</b>	650	600	4,400	26,520	-	-	32,170
<b>REPAIR &amp; MAINTENANCE CONTRACT SERVICES</b>								
65100	Custodial	-	-	448,200	-	-	-	448,200
65110	Landscaping	-	-	78,800	-	-	-	78,800
65120	Pest Control	-	-	4,500	-	-	-	4,500
65130	Elevator Maintenance	-	-	21,000	-	-	-	21,000
65140	Recycling	-	-	5,550	-	-	-	5,550
65150	Fire Life Safety System Maint	-	-	43,889	-	-	-	43,889
65160	UPS Maintenance Services	-	-	12,000	-	-	-	12,000
65170	Generator Maintenance	-	-	6,000	-	-	-	6,000
65180	Calibration Services	-	-	3,000	-	-	-	3,000
65200	Water Feature Services	-	-	7,000	-	-	-	7,000
65210	Roof Maintenance	-	-	10,000	-	-	-	10,000
65220	Electrical System Maintenance	-	-	8,000	-	-	-	8,000
65230	Crane & Hoist Maintenance	-	-	8,100	-	-	-	8,100
	<b>SUBTOTAL</b>	-	-	656,039	-	-	-	656,039
<b>TOTAL OPERATIONS</b>		\$ 236,082	\$ 202,595	\$ 4,505,216	\$ 5,936,641	\$ 15,607,869	\$ 112,989	\$ 26,601,391
<i>FTEs</i>		2.0	2.0	31.0	62.0	66.0	1.0	164.0
<i>Positions</i>		2.0	2.0	31.0	62.0	66.0	1.0	164.0



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Director of Maintenance	1.0	1.0	1.0	1.0	\$ 123,273	\$ 29,809	\$	153,082
Executive Assistant	1.0	1.0	1.0	1.0	57,484	10,061		67,545
<b>TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 180,757</b>	<b>\$ 39,870</b>	<b>\$</b>	<b>220,627</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Transportation Services**  
**Office of: Maintenance**  
*Division: Capital & Construction Projects*

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Construction Projects Assistant Manager	1.0	1.0	1.0	1.0	\$ 85,441	\$ 27,203	\$ 112,644
Senior Project Manager *	1.0	1.0	0.0	0.0	-	-	-
Facilities Projects Supervisor	1.0	1.0	1.0	1.0	60,851	19,600	80,451
Systems Engineer *	1.0	1.0	0.0	0.0			-
Senior Planner *	1.5	2.0	0.0	0.0			-
Project Assistant *	1.0	1.0	0.0	0.0	-	-	-
<b>TOTAL</b>	<b>6.5</b>	<b>7.0</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 146,292</b>	<b>\$ 46,803</b>	<b>\$ 193,095</b>

\* Position Transfers



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department:** Transportation Services  
**Office of:** Maintenance  
**Division:** Facilities Management

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Facilities Maintenance Manager	1.0	1.0	1.0	1.0	\$ 96,194	\$ 21,782	\$	117,976
Assistant Maintenance Manager	1.0	1.0	1.0	1.0	85,441	26,963		112,404
Division Assistant	1.0	1.0	1.0	1.0	44,424	6,737		51,161
Lead Maintenance Mechanic	2.0	2.0	2.0	2.0	128,042	46,965		175,007
Maintenance Mechanic	7.0	7.0	7.0	7.0	398,317	146,258		544,575
Facilities Custodian II	11.0	11.0	11.0	11.0	451,882	162,773		614,655
Facilities Custodian I	8.0	8.0	8.0	8.0	286,424	143,693		430,117
SUBTOTAL	31.0	31.0	31.0	31.0	1,490,724	555,171		2,045,895
Safety and Attendance					9,000	1,139		10,139
Certification Pay					13,000	1,645		14,645
Shift Differential					18,150	2,296		20,446
Overtime					56,000	7,084		63,084
Uniforms					20,000	20,000		40,000
Tool Allowance						2,000		2,000
<b>TOTAL</b>	<b>31.0</b>	<b>31.0</b>	<b>31.0</b>	<b>31.0</b>	<b>\$ 1,606,874</b>	<b>\$ 589,335</b>	<b>\$</b>	<b>2,196,209</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Fleet Manager - Automotive	1.0	1.0	1.0	1.0	\$ 91,953	\$ 26,469		\$ 118,422
Assistant Fleet Manager	2.0	2.0	2.0	2.0	170,882	51,554		222,436
Division Assistant	1.0	1.0	1.0	1.0	41,047	18,139		59,186
Lead Mechanic	1.0	1.0	1.0	1.0	67,080	8,764		75,844
Equipment Body Repairer	8.0	8.0	8.0	8.0	496,160	182,548		678,708
Vehicle Custodian	15.0	15.0	14.0	14.0	547,236	270,422		817,658
Upholsterer	3.0	3.0	3.0	3.0	170,707	67,878		238,585
Laborer	8.0	8.0	8.0	8.0	285,622	133,866		419,488
Automotive Technician	7.0	7.0	7.0	7.0	436,541	153,256		589,797
Service Station Attendant	17.0	17.0	17.0	17.0	762,811	333,240		1,096,051
<b>SUBTOTAL</b>	<b>63.0</b>	<b>63.0</b>	<b>62.0</b>	<b>62.0</b>	<b>3,070,039</b>	<b>1,246,136</b>		<b>4,316,175</b>
Safety & Attendance					39,000	4,934		43,934
Certification Pay					57,289	7,247		64,536
Shift Differential					109,337	13,831		123,168
Overtime					95,000	12,018		107,018
Tool Allowance						5,950		5,950
Uniforms						35,500		35,500
<b>TOTAL</b>	<b>63.0</b>	<b>63.0</b>	<b>62.0</b>	<b>62.0</b>	<b>\$ 3,370,665</b>	<b>\$ 1,325,616</b>		<b>\$ 4,696,281</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Fleet Manager - Bus	1.0	1.0	1.0	1.0	\$ 107,664	\$ 23,740	\$	131,404
Assistant Fleet Manager	2.0	2.0	2.0	2.0	165,025	33,793		198,818
Maintenance Technical Coordinator	1.0	1.0	1.0	1.0	79,112	20,972		100,084
Project Assistant	0.0	0.0	1.0	1.0	46,066	18,953		65,019
Communication Systems Technician	0.0	0.0	1.0	1.0	64,884	22,980		87,864
Lead Mechanic	3.0	3.0	5.0	5.0	201,240	72,477		273,717
Journey Level Mechanic	42.0	42.0	40.0	40.0	2,725,126	950,107		3,675,233
Machinist	1.0	1.0	1.0	1.0	62,363	23,223		85,586
Mechanic I	6.0	6.0	6.0	6.0	320,558	97,037		417,595
Service Station Attendant	3.0	3.0	3.0	3.0	141,604	52,932		194,536
Data Specialist	1.0	1.0	1.0	1.0	44,196	6,499		50,695
Apprentice	4.0	4.0	4.0	4.0	204,396	66,534		270,930
SUBTOTAL	64.0	64.0	66.0	66.0	4,162,234	1,389,247		5,551,481
Safety & Attendance					25,000	2,455		27,455
Certification Pay					105,054	10,316		115,370
Longevity					9,761	959		10,720
Shift Differential					108,987	10,703		119,690
Overtime					138,245	13,576		151,821
Tool Allowance						19,500		19,500
Uniforms						50,028		50,028
<b>TOTAL</b>	<b>64.0</b>	<b>64.0</b>	<b>66.0</b>	<b>66.0</b>	<b>\$ 4,549,281</b>	<b>\$ 1,496,784</b>	<b>\$</b>	<b>6,046,065</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Maintenance Training Coordinator	1.0	1.0	1.0	1.0	\$ 79,112	\$ 16,252	\$ 95,364
<b>TOTAL</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 79,112</b>	<b>\$ 16,252</b>	<b>\$ 95,364</b>



**2010 OPERATING BUDGET  
OFFICE EXPENDITURE DETAIL  
OPERATIONS**

	Object Number	Description	Division										Office Total
			Administration 10-649000-	Bus Safety & Training 10-643000-	Fixed Route Administration 10-648000-	Fixed Route Dispatch 10-631000-	Fixed Route Operations 10-642000-	Service Support Administration 10-644000-	Service Support Operations 10-633000-	Spec. Trans. (SHUTTLE) Administration 10-647000-	Spec. Trans. (SHUTTLE) Operations 10-641000-		
PERSONNEL	61100	Salaries	\$ 150,856	\$ 677,707	\$ 546,090	\$ 459,148	\$ 25,194,748	\$ 348,851	\$ 2,415,293	\$ 771,260	\$ 1,764,886	\$ 32,328,839	
	61160	Safety & Attendance	-	2,000	-	3,000	189,100	800	17,000	3,600	12,400	227,900	
	61200	Overtime	-	20,000	-	20,000	4,268,685	14,230	245,000	-	102,800	4,670,715	
	62500	Benefits	34,701	231,280	177,555	128,236	9,892,206	107,074	700,555	258,577	610,908	12,141,091	
	62900	Uniforms	-	-	-	-	258,844	-	65,100	500	1,500	325,944	
	SUBTOTAL		185,557	930,987	723,645	610,384	39,803,583	470,955	3,442,948	1,033,937	2,492,494	49,694,490	
SUPPLIES	63110	Books & Periodicals	20	1,284	200	-	-	1,214	-	1,500	-	4,218	
	63120	Office Supplies	200	829	1,650	-	-	1,400	-	2,350	-	6,429	
	63290	General Operating Supplies	-	1,125	3,760	-	-	7,075	-	1,450	-	13,410	
	63310	Small Tools & Equipment	-	150	-	-	-	1,300	-	-	-	1,450	
	SUBTOTAL		220	3,388	5,610	-	-	10,989	-	5,300	-	25,507	
SERVICES	64110	Professional Services	-	650	-	-	-	-	-	-	-	650	
	64130	Training	-	990	-	-	-	-	-	-	-	990	
	64160	Publicity & Public Relations	-	3,000	-	-	-	-	-	-	-	3,000	
	64210	Postage	-	200	125	-	-	-	-	3,750	-	4,075	
	64330	Travel & Subsistence	-	5,083	-	-	-	-	-	-	-	5,083	
	64350	Printing & Binding	-	1,120	24,680	-	-	3,450	-	8,030	-	37,280	
	SUBTOTAL		-	11,043	24,805	-	-	3,450	-	11,780	-	51,078	
RENTALS	64730	Equipment	-	2,500	-	-	-	-	-	-	-	2,500	
	SUBTOTAL		-	2,500	-	-	-	-	-	-	-	2,500	
OTHER	64910	Association Dues	-	1,500	-	-	-	-	-	500	-	2,000	
	64960	Purchased Transportation	-	-	-	-	-	-	-	9,112,028	-	9,112,028	
	64980	Bridge Tolls	-	-	41,000	-	-	1,900	-	15,000	-	57,900	
	64990	Other Miscellaneous Expenses	50	9,750	5,135	-	-	2,500	-	1,200	-	18,635	
	SUBTOTAL		50	11,250	46,135	-	-	4,400	-	9,128,728	-	9,190,563	
	TOTAL OPERATIONS		\$ 185,827	\$ 959,168	\$ 800,195	\$ 610,384	\$ 39,803,583	\$ 489,794	\$ 3,442,948	\$ 10,179,745	\$ 2,492,494	\$ 58,964,137	
	FTEs	2.0	10.0	7.0	7.0	526.8	5.0	43.0	12.0	34.3	647.1		
	Positions	2.0	10.0	7.0	7.0	548.0	5.0	30.0	12.0	31.0	652.0		





**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department:** Transportation Services  
**Office of:** Operations  
*Division: Administration*

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Director of Operations	1.0	1.0	1.0	1.0	\$ 104,343	\$ 13,649	\$ 117,992
Special Events Coordinator *	1.0	1.0	0.0	0.0	-	-	-
Service Supervisor *	1.0	1.0	0.0	0.0	-	-	-
Executive Assistant	1.0	1.0	1.0	1.0	46,513	21,052	67,565
<b>TOTAL</b>	<b>4.0</b>	<b>4.0</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 150,856</b>	<b>\$ 34,701</b>	<b>\$ 185,557</b>

\* Position Transfers



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Safety & Training Manager - Bus	1.0	1.0	1.0	1.0	\$ 107,630	\$ 25,372	\$ 133,002
Instructors	8.0	8.0	8.0	8.0	524,740	182,501	707,241
Division Assistant	1.0	1.0	1.0	1.0	45,337	21,247	66,584
SUBTOTAL	10.0	10.0	10.0	10.0	677,707	229,120	906,827
Safety & Attendance					2,000	196	2,196
Overtime					20,000	1,964	21,964
<b>TOTAL</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>\$ 699,707</b>	<b>\$ 231,280</b>	<b>\$ 930,987</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Fixed Route Operations Manager	1.0	1.0	1.0	1.0	\$ 91,428	\$ 26,791	\$ 118,219
Division Assistant	1.0	1.0	1.0	1.0	45,337	21,224	66,561
Fixed Route Operations Assistant Manager	3.0	3.0	4.0	4.0	323,884	102,577	426,461
Assistant Manager - Dispatch	1.0	1.0	1.0	1.0	85,441	26,963	112,404
<b>TOTAL</b>	<b>6.0</b>	<b>6.0</b>	<b>7.0</b>	<b>7.0</b>	<b>\$ 546,090</b>	<b>\$ 177,555</b>	<b>\$ 723,645</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget Benefits	TOTAL
	FTEs	Positions	FTEs	Positions			
Service Supervisor	7.0	7.0	7.0	7.0	\$ 459,148	\$ 125,977	\$ 585,125
SUBTOTAL	7.0	7.0	7.0	7.0	459,148	125,977	585,125
Safety & Attendance					3,000	295	3,295
Overtime					20,000	1,964	21,964
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>\$ 482,148</b>	<b>\$ 128,236</b>	<b>\$ 610,384</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Transit Operators	434.8	437.0	431.0	433.0	\$ 20,919,910	\$ 7,971,676	\$ 28,891,586
Relief Transit Operators*	90.5	115.0	95.8	115.0	3,708,303	1,427,153	5,135,456
SUBTOTAL	525.3	552.0	526.8	548.0	24,628,213	9,398,829	34,027,042
Special Event Service					233,446	22,924	256,370
Safety & Attendance					189,100	18,570	207,670
Spread Time					119,564	11,741	131,305
Longevity					27,690	2,719	30,409
Delay Overtime					227,874	22,377	250,251
Scheduled Overtime					591,838	58,118	649,956
Unscheduled Overtime					1,752,984	172,143	1,925,127
Holiday Overtime					691,799	67,935	759,734
Travel Overtime					1,004,190	98,611	1,102,801
Trainee Wages					185,835	18,249	204,084
Uniforms						258,844	258,844
<b>TOTAL</b>	<b>525.3</b>	<b>552.0</b>	<b>526.8</b>	<b>548.0</b>	<b>\$ 29,652,533</b>	<b>\$ 10,151,060</b>	<b>\$ 39,803,593</b>

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



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Service Support Manager	1.0	1.0	1.0	1.0	\$ 98,563	\$ 21,671	\$ 120,234
Service Support Assistant Manager	1.0	1.0	1.0	1.0	70,968	25,222	96,190
Special Events Coordinator *	0.0	0.0	1.0	1.0	67,590	11,376	78,966
Service Supervisor *	0.0	0.0	1.0	1.0	65,593	24,749	90,342
Division Assistant	1.0	1.0	1.0	1.0	45,337	22,580	67,917
SUBTOTAL	3.0	3.0	5.0	5.0	348,051	105,598	453,649
Overtime					14,230	1,397	15,627
Safety & Attendance					800	79	879
<b>TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>5.0</b>	<b>5.0</b>	<b>\$ 363,081</b>	<b>\$ 107,074</b>	<b>\$ 470,155</b>

\* Position Transfers



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Service Supervisor	31.0	31.0	30.0	30.0	\$ 1,981,895	\$ 632,267	\$ 2,614,162
Service Supervisor - ST	2.0	2.0	0.0	0.0	-	-	-
SUBTOTAL	33.0	33.0	30.0	30.0	1,981,895	632,267	2,614,162
Relief Supervisors	13.0	0.0	13.0	0.0	425,000	41,735	466,735
Safety & Attendance					17,000	1,669	18,669
Longevity					8,398	825	9,223
Overtime					245,000	24,059	269,059
Uniforms						65,100	65,100
<b>TOTAL</b>	<b>46.0</b>	<b>33.0</b>	<b>43.0</b>	<b>30.0</b>	<b>\$ 2,677,293</b>	<b>\$ 765,655</b>	<b>\$ 3,442,948</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Transportation Services**

**Office of: Operations**

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

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Specialized Transportation Manager	1.0	1.0	1.0	1.0	\$ 99,126	\$ 27,588		\$ 126,714
Specialized Transportation Assistant Manager	1.0	1.0	1.0	1.0	80,627	34,669		115,296
Division Assistant	1.0	1.0	1.0	1.0	45,337	18,673		64,010
Service Supervisor	3.0	3.0	3.0	3.0	196,779	71,753		268,532
Standing Files Supervisor	1.0	1.0	1.0	1.0	64,220	20,495		84,715
Specialized Transportation Dispatcher	3.0	3.0	3.0	3.0	196,779	60,195		256,974
Data Specialist - Shuttle Archivist	2.0	2.0	2.0	2.0	88,392	24,850		113,242
SUBTOTAL	12.0	12.0	12.0	12.0	771,260	258,223		1,029,483
Relief Dispatcher	4.0	0.0	0.0	0.0	-	-		-
Safety & Attendance					3,600	354		3,954
Raincoats						500		500
<b>TOTAL</b>	<b>16.0</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	<b>\$ 774,860</b>	<b>\$ 259,077</b>		<b>\$ 1,033,937</b>





**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Transit Operators	33.0	31.0	31.0	31.0	\$ 1,637,147	\$ 587,051	\$ 2,224,198
SUBTOTAL *	33.0	31.0	31.0	31.0	1,637,147	587,051	2,224,198
Relief Operators **	3.3	0.0	3.3	0.0	127,739	12,544	140,283
Safety & Attendance					12,400	1,218	13,618
Premium Overtime					2,800	275	3,075
Overtime					100,000	9,820	109,820
Raincoats						1,500	1,500
<b>TOTAL</b>	<b>36.3</b>	<b>31.0</b>	<b>34.3</b>	<b>31.0</b>	<b>\$ 1,880,086</b>	<b>\$ 612,408</b>	<b>\$ 2,492,494</b>

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

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



**2010 OPERATING BUDGET  
OFFICE EXPENDITURE DETAIL  
SCHEDULING & PLANNING**

	Object Number	Description	Division				Office Total
			Administration 10-453000-	Bus Stop Program 10-412000-	Planning 10-451000-	Scheduling 10-452000-	
<b>PERSONNEL</b>	61100	Salaries	\$ 120,338	\$ 134,961	\$ 567,270	\$ 194,810	\$ 1,017,379
	61160	Safety & Attendance	-	-	-	1,000	1,000
	61190	Contract Salaries	40,000	-	-	-	40,000
	61200	Overtime	-	-	-	1,500	1,500
	62500	Benefits	28,015	35,080	176,828	68,811	308,734
		<b>SUBTOTAL</b>	<b>188,353</b>	<b>170,041</b>	<b>744,098</b>	<b>266,121</b>	<b>1,368,613</b>
<b>SUPPLIES</b>	63110	Books & Periodicals	-	150	200	-	350
	63120	Office Supplies	-	400	500	500	1,400
	63290	General Operating Supplies	-	79,700	-	-	79,700
	63390	Repair & Maintenance	-	82,485	-	-	82,485
		<b>SUBTOTAL</b>	<b>-</b>	<b>162,735</b>	<b>700</b>	<b>500</b>	<b>163,935</b>
<b>SERVICES</b>	64110	Professional Services	-	23,350	225,000	-	248,350
	64130	Training	-	-	2,000	10,000	12,000
	64210	Postage	50	45	150	-	245
	64330	Travel & Subsistence	-	2,250	500	250	3,000
	64340	Advertising	-	150	-	-	150
	64350	Printing & Binding	150	250	2,000	1,000	3,400
		<b>SUBTOTAL</b>	<b>200</b>	<b>26,045</b>	<b>229,650</b>	<b>11,250</b>	<b>267,145</b>
<b>OTHER</b>	64910	Association Dues	-	25	-	-	25
	64970	Other Contract Services	7,500	-	-	-	7,500
	64990	Other Miscellaneous Expenses	-	250	5,000	-	5,250
	66300	Other Structures & Improvements	-	97,000	-	-	97,000
	66400	Machinery, Equip & Furniture	-	1,000	-	-	1,000
		<b>SUBTOTAL</b>	<b>7,500</b>	<b>98,275</b>	<b>5,000</b>	<b>-</b>	<b>110,775</b>
		<b>TOTAL OPERATIONS</b>	<b>\$ 196,053</b>	<b>\$ 457,096</b>	<b>\$ 979,448</b>	<b>\$ 277,871</b>	<b>\$ 1,910,468</b>
	<i>FTEs</i>		<i>1.0</i>	<i>2.0</i>	<i>7.0</i>	<i>3.0</i>	<i>13.0</i>
	<i>Positions</i>		<i>1.0</i>	<i>2.0</i>	<i>7.0</i>	<i>3.0</i>	<i>13.0</i>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Director of Scheduling & Planning	1.0	1.0	1.0	1.0	\$ 120,338	\$ 22,955	\$ 143,293
SUBTOTAL	1.0	1.0	1.0	1.0	120,338	22,955	143,293
Contract Ridechecker					40,000	5,060	45,060
<b>TOTAL</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 160,338</b>	<b>\$ 28,015</b>	<b>\$ 188,353</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Transportation Services**  
**Office of: Scheduling & Planning**  
*Division: Bus Stop Program*

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Planner II	1.0	1.0	1.0	1.0	73,252	11,729	84,981
Planner I	1.0	1.0	1.0	1.0	61,709	23,351	85,060
<b>TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 134,961</b>	<b>\$ 35,080</b>	<b>\$ 170,041</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Senior Planner	3.0	3.0	3.0	3.0	\$ 251,807	\$ 74,157	\$ 325,964
Planner	1.0	1.0	1.0	1.0	69,433	24,966	94,399
Principal Planner	2.0	2.0	2.0	2.0	184,552	54,948	239,500
Planner Analyst	1.0	1.0	1.0	1.0	61,478	22,757	84,235
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>\$ 567,270</b>	<b>\$ 176,828</b>	<b>\$ 744,098</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Scheduling Supervisor	0.0	0.0	1.0	1.0	\$ 69,194	\$ 20,544	\$ 89,738
Scheduler	3.0	3.0	2.0	2.0	125,616	48,022	173,638
SUBTOTAL	3.0	3.0	3.0	3.0	194,810	68,566	263,376
Safety & Attendance					1,000	98	1,098
Overtime					1,500	147	1,647
<b>TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>\$ 197,310</b>	<b>\$ 68,811</b>	<b>\$ 266,121</b>

## Project Innovation Aspiring to greatness



The Board of Commissioners believes that employees are the best source for innovative, relevant ideas on how the agency can function better. Tapping into our own talent, Pierce Transit developed and implemented Project Innovation. This program created an employee-based research and development arm of the agency. During a Project Innovation cycle, five teams from across the agency are formed, each focusing on a specific project. Team members participate in intensive training, then work independently to brainstorm ideas focused on increasing ridership, making transit “cool,” and implementing green or sustainable practices. Ideas are tested for applicability, costs, and benefits before being presented to the Board of Commissioners.

### Recommendations approved through the Project Innovation 2009 process include:

- Adoption of a revised Mission Statement
- An Adopt-A-Stop Program for our bus stops
- Green Collar Team
- Green Dreams “Wrap the Bus” Contest
- Create an InsidePT service change page
- Modify Service Change Requirements
- Establish a Coordination of Benefits Agreement
- Increase Staff Communication surrounding on-the-job injuries
- Create a Wellness Advisory Council
- Commit to Wellness Culture
- Implement Incentives Program for Wellness activities



**2010 BUDGET  
HUMAN RESOURCES & TECHNOLOGY DEPARTMENT  
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**2010 BUDGET  
DEPARTMENT DESCRIPTION  
HUMAN RESOURCES & TECHNOLOGY**

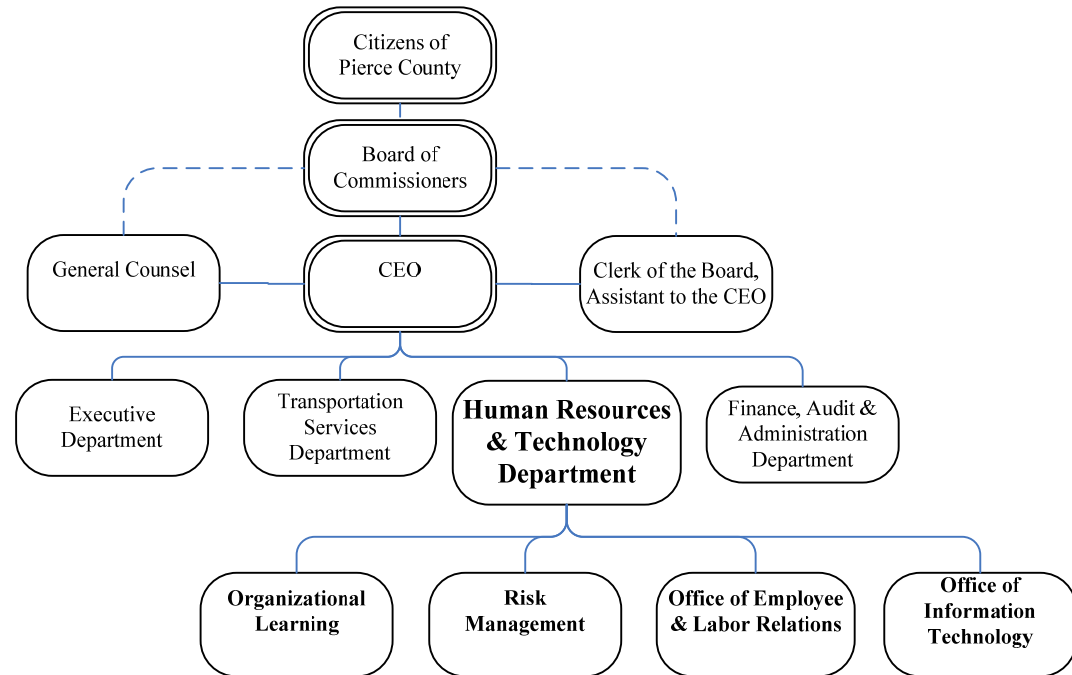
**In Brief:**

The overall goal of the Human Resources & Technology Department is to advance Pierce Transit's mission to connect communities with safe, reliable, customer-friendly transit options. Technology continues to advance at a rapid pace and is an integral component of our every day operation. The department remains at the cutting edge of IT best practices while developing our employees and creating and implementing sound policies and principles to contribute to achieving Agency-wide performance measures. The department uses the Agency-wide performance measures to evaluate performance and 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. See the performance measures section for additional information.

The department is lead by Vice President Alberto Lara.

**Overview:**

The Human Resources & Technology Department consists of the following:



**Administration** Human Resources & Technology Administration is responsible for directing and coordinating programs and policies that support current and future work force strategic initiatives.



**2010 BUDGET  
DEPARTMENT DESCRIPTION  
HUMAN RESOURCES & TECHNOLOGY**

**Organizational Learning** This division is responsible for building and sustaining a learning organization at the enterprise, team and individual levels. It provides strategic analysis of the organization as a whole, indentifying knowledge and skills the organization will require to stay successful. In addition, this division looks at all new and current employees to craft professional development initiatives that maximize employees' productivity 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 and employee recognition programs are also coordinated by this division.

**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 Employee and Labor Relations** This office provides coordination of the collective bargaining agreement, investigates and responds to grievances, conducts labor relations training, leads the negotiation of the collective bargaining agreement, provides oversight in arbitrations and other disputes, and advises managers on employee relations issues for the non-represented group of the Agency. This office also coordinates services for Americans with Disabilities Act (ADA), ADA eligibility certification for Specialized Transportation (SHUTTLE), and travel training services. They maintain contact with federal, national, state, and local agencies for improvements and coordination.



**2010 BUDGET  
DEPARTMENT DESCRIPTION  
HUMAN RESOURCES & TECHNOLOGY**

This office 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.

This office includes the employment division which hires quality candidates and designs and administers job related, valid, bias-free selection devices and processes. It supports and monitors equal employment opportunity compliance, establishes and monitors the Affirmative Action Plan, 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. Additionally, this office has the responsibility for the administration and oversight of the Agency's drug and alcohol program to include compliance with federal regulations.

**Office of Information Technology** This office is responsible for providing technology, information systems, and telecommunications throughout the Agency 24 hours a day, 7 days a week with state of the art computing equipment, "best of breed" commercial off-the-shelf core business systems, up to date business support systems, and the latest generation office productivity software. Information Technology staff is responsible for infrastructure, including applications, networks, servers and storage, end user support, hardware and software deployment and support, end user training and support, and the first line business analysis of end user requirements. They also provide administration, application, database, and report support to the core business system users.



**2010 BUDGET**  
**DEPARTMENT DESCRIPTION**  
**HUMAN RESOURCES & TECHNOLOGY**

The Agency telecommunications services include advanced technical monitoring and controlling of the internal phone system, Agency cellular phones, and all media connecting communication devices and the Agency network.

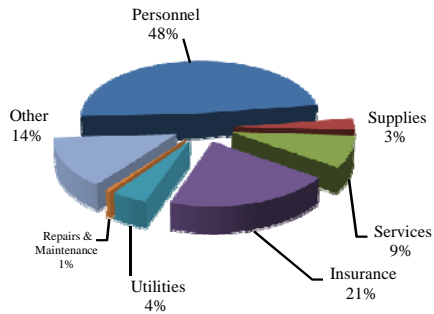
This office also includes information technology project management that leads the effort in the selection and implementation of corporate level business applications by ensuring the day-to-day management and successful completion of major technology projects. These currently include the Mobile Communications Project and the Highline HR/Payroll system upgrade.





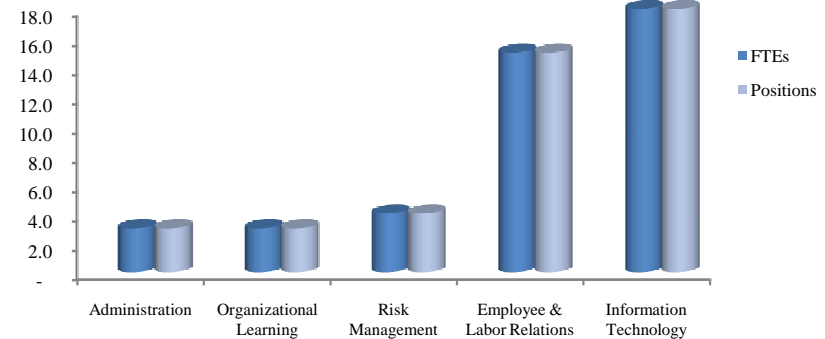
**2010 OPERATING BUDGET  
DEPARTMENT EXPENDITURE SUMMARY  
HUMAN RESOURCES & TECHNOLOGY**

**Expenditure Summary**



Description	Administration	Organizational Learning	Risk Management	Employee & Labor Relations	Information Technology	Department Total
Personnel	\$ 413,656	\$ 331,787	\$ 383,164	\$ 1,496,233	\$ 1,775,620	\$ 4,400,461
Maintenance & Operations						
Supplies	5,796	1,900	14,700	16,310	252,382	291,088
Services	39,900	262,690	3,875	362,765	136,226	805,456
Insurance	-	-	1,862,500	-	-	1,862,500
Utilities	-	-	-	-	399,634	399,634
Repairs & Maintenance	-	-	-	-	52,705	52,705
Other	2,660	920	4,650	151,770	1,101,735	1,261,735
Maintenance & Operations	48,356	265,510	1,885,725	530,845	1,942,682	4,673,118
<b>TOTAL</b>	<b>\$ 462,012</b>	<b>\$ 597,297</b>	<b>\$ 2,268,889</b>	<b>\$ 2,027,078</b>	<b>\$ 3,718,302</b>	<b>\$ 9,073,579</b>
<i>FTEs</i>	<i>3.0</i>	<i>3.0</i>	<i>4.0</i>	<i>15.0</i>	<i>18.0</i>	<i>43.0</i>
<i>Positions</i>	<i>3.0</i>	<i>3.0</i>	<i>4.0</i>	<i>15.0</i>	<i>18.0</i>	<i>43.0</i>

**FTEs / Positions**





**2010 OPERATING BUDGET  
DEPARTMENT EXPENDITURE DETAIL  
HUMAN RESOURCES & TECHNOLOGY**

	Object Number	Description	Administration	Organizational Learning	Risk Management	Employee & Labor Relations	Information Technology	Department Total
<b>PERSONNEL</b>	61100	Salaries	\$ 343,212	\$ 266,323	\$ 296,000	\$ 1,156,155	\$ 1,386,576	\$ 3,448,266
	61190	Contract Salaries	-	-	-	6,000	-	6,000
	61200	Overtime	-	-	-	-	5,000	5,000
	62500	Benefits	70,444	65,464	87,164	334,078	384,044	941,195
		<b>SUBTOTAL</b>	<b>413,656</b>	<b>331,787</b>	<b>383,164</b>	<b>1,496,233</b>	<b>1,775,620</b>	<b>4,400,461</b>
<b>SUPPLIES</b>	63110	Books & Periodicals	1,296	500	1,000	560	1,579	4,935
	63120	Office Supplies	500	400	1,000	900	1,100	3,900
	63290	General Operating Supplies	3,500	1,000	12,000	14,050	132,485	163,035
	63310	Small Tools & Equipment	500	-	700	800	116,818	118,818
	63390	General Repair & Maint Supplies	-	-	-	-	400	400
		<b>SUBTOTAL</b>	<b>5,796</b>	<b>1,900</b>	<b>14,700</b>	<b>16,310</b>	<b>252,382</b>	<b>291,088</b>
<b>SERVICES</b>	64110	Professional Services	-	182,000	1,500	296,700	115,415	595,615
	64120	Legal Costs	35,000	-	-	-	-	35,000
	64130	Training	1,200	90	475	900	1,300	3,965
	64210	Postage	3,000	-	1,000	13,000	550	17,550
	64320	Tuition Reimbursement	-	80,000	-	-	-	80,000
	64330	Travel & Subsistence	200	100	400	2,865	50	3,615
	64340	Advertising	-	-	-	40,000	18,911	58,911
	64350	Printing & Binding	500	500	500	9,300	-	10,800
		<b>SUBTOTAL</b>	<b>39,900</b>	<b>262,690</b>	<b>3,875</b>	<b>362,765</b>	<b>136,226</b>	<b>805,456</b>
<b>INSURANCE</b>	64410	Liability	-	-	1,715,000	-	-	1,715,000
	64420	Fire	-	-	105,000	-	-	105,000
	64430	Performance Bond	-	-	500	-	-	500
	64470	Workers Compensation Ins.	-	-	42,000	-	-	42,000
		<b>SUBTOTAL</b>	<b>-</b>	<b>-</b>	<b>1,862,500</b>	<b>-</b>	<b>-</b>	<b>1,862,500</b>



**2010 OPERATING BUDGET  
DEPARTMENT EXPENDITURE DETAIL  
HUMAN RESOURCES & TECHNOLOGY**

	<b>Object Number</b>	<b>Description</b>	<b>Administration</b>	<b>Organizational Learning</b>	<b>Risk Management</b>	<b>Employee &amp; Labor Relations</b>	<b>Information Technology</b>	<b>Department Total</b>
<b>UTILITIES</b>	64220	Telephone	-	-	-	-	399,634	399,634
		<b>SUBTOTAL</b>	-	-	-	-	399,634	399,634
<b>REPAIRS &amp; MAINTENANCE</b>	64650	General Equipment	-	-	-	-	52,705	52,705
		<b>SUBTOTAL</b>	-	-	-	-	52,705	52,705
<b>OTHER</b>	64910	Association Dues	1,660	920	1,400	1,770	-	5,750
	64970	Other Contract Services	-	-	2,500	150,000	1,100,735	1,253,235
	64990	Other Miscellaneous Expenses	1,000	-	750	-	1,000	2,750
		<b>SUBTOTAL</b>	2,660	920	4,650	151,770	1,101,735	1,261,735
		<b>TOTAL OPERATIONS</b>	<b>\$ 462,012</b>	<b>\$ 597,297</b>	<b>\$ 2,268,889</b>	<b>\$ 2,027,078</b>	<b>\$ 3,718,302</b>	<b>\$ 9,073,579</b>
		<i>FTEs</i>	<i>3.0</i>	<i>3.0</i>	<i>4.0</i>	<i>15.0</i>	<i>18.0</i>	<i>43.0</i>
		<i>Positions</i>	<i>3.0</i>	<i>3.0</i>	<i>4.0</i>	<i>15.0</i>	<i>18.0</i>	<i>43.0</i>





**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Human Resources & Technology**  
**Division: Administration**

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
VP Human Resources & Technology	1.0	1.0	1.0	1.0	\$ 154,716	\$ 20,743	\$ 175,459
Director of Labor & Employee Relations *	1.0	1.0	0.0	0.0	-	-	-
Chief Policy Council *	0.0	0.0	1.0	1.0	128,801	30,938	159,739
Senior Human Resource Analyst *	1.0	1.0	0.0	0.0	-	-	-
Senior Executive Assistant	1.0	1.0	1.0	1.0	59,695	18,763	78,458
<b>TOTAL</b>	<b>4.0</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>\$ 343,212</b>	<b>\$ 70,444</b>	<b>\$ 413,656</b>

\* Position Transfers



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Human Resources & Technology**  
***Division: Organizational Learning***

<b>Position Title</b>	<b>2009 Budget</b>		<b>2010 Budget</b>		<b>2010 Budget</b>		<b>TOTAL</b>
	<b>FTEs</b>	<b>Positions</b>	<b>FTEs</b>	<b>Positions</b>	<b>Salaries</b>	<b>Benefits</b>	
Organizational Learning Manager	1.0	1.0	1.0	1.0	\$ 107,630	\$ 23,734	\$ 131,364
Employee Relations Coordinator	1.0	1.0	1.0	1.0	85,441	21,197	106,638
HR Specialist	1.0	1.0	1.0	1.0	73,252	20,533	93,785
<b>TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>\$ 266,323</b>	<b>\$ 65,464</b>	<b>\$ 331,787</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Risk Manager	1.0	1.0	1.0	1.0	\$ 107,630	\$ 29,081	\$ 136,711
Claims Administrator	1.0	1.0	1.0	1.0	85,441	14,018	99,459
Risk Management Assistant	2.0	2.0	2.0	2.0	102,929	44,065	146,994
<b>TOTAL</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>\$ 296,000</b>	<b>\$ 87,164</b>	<b>\$ 383,164</b>



**2010 OPERATING BUDGET  
OFFICE EXPENDITURE DETAIL  
EMPLOYEE & LABOR RELATIONS**

	<b>Object Number</b>	<b>Description</b>	<b>Administration</b>	<b>ADA</b>	<b>Benefits &amp; Compensation</b>	<b>Employment</b>	<b>Office Total</b>
<b>PERSONNEL</b>	61100	Salaries	\$ 309,290	\$ 334,146	\$ 252,059	\$ 260,660	\$ 1,156,155
	61190	Contract Salaries	-	6,000	-	-	6,000
	62500	Benefits	80,749	117,115	63,789	72,425	334,078
		<b>SUBTOTAL</b>	390,039	457,261	315,848	333,085	1,496,233
<b>SUPPLIES</b>	63110	Books & Periodicals	-	510	50	-	560
	63120	Office Supplies	-	-	400	500	900
	63290	General Operating Supplies	50	4,000	10,000	-	14,050
	63310	Small Tools & Equipment	-	-	400	400	800
		<b>SUBTOTAL</b>	50	4,510	10,850	900	16,310
<b>SERVICES</b>	64110	Professional Services	55,000	67,600	106,100	68,000	296,700
	64130	Training	300	-	300	300	900
	64210	Postage	-	13,000	-	-	13,000
	64330	Travel & Subsistence	300	2,490	-	75	2,865
	64340	Advertising	-	-	-	40,000	40,000
	64350	Printing & Binding	-	4,400	1,900	3,000	9,300
		<b>SUBTOTAL</b>	55,600	87,490	108,300	111,375	362,765
<b>OTHER</b>	64910	Association Dues	360	100	830	480	1,770
	64970	Other Contract Services	-	150,000	-	-	150,000
		<b>SUBTOTAL</b>	360	150,100	830	480	151,770
		<b>TOTAL OPERATIONS</b>	\$ 446,049	\$ 699,361	\$ 435,828	\$ 445,840	\$ 2,027,078
		<i>FTEs</i>	3.0	6.0	3.0	3.0	15.0
		<i>Positions</i>	3.0	6.0	3.0	3.0	15.0



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Human Resources & Technology**  
**Office of: Employee & Labor Relations**  
*Division: Administration*

<b>Position Title</b>	<b>2009 Budget</b>		<b>2010 Budget</b>		<b>2010 Budget</b>		
	<b>FTEs</b>	<b>Positions</b>	<b>FTEs</b>	<b>Positions</b>	<b>Salaries</b>	<b>Benefits</b>	<b>TOTAL</b>
Director of Labor & Employee Relations *	0.0	0.0	1.0	1.0	\$ 123,273	\$ 31,685	\$ 154,958
Senior Human Resource Analyst *	0.0	0.0	1.0	1.0	69,777	24,215	93,992
Senior Project Manager *	0.0	0.0	1.0	1.0	116,240	24,849	141,089
<b>TOTAL</b>	<b>0.0</b>	<b>0.0</b>	<b>3.0</b>	<b>3.0</b>	<b>\$ 309,290</b>	<b>\$ 80,749</b>	<b>\$ 390,039</b>

\* Position Transfers



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Human Resources & Technology**  
**Office of: Employee & Labor Relations**  
*Division: ADA*

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
ADA Eligibility Assistant Manager	1.0	1.0	1.0	1.0	\$ 87,023	\$ 21,283	\$ 108,306
Travel Trainer	2.0	2.0	2.0	2.0	92,294	36,138	128,432
ADA Eligibility Coordinator	1.0	1.0	1.0	1.0	61,646	23,929	85,575
ADA Eligibility Assistant	2.0	2.0	2.0	2.0	93,183	35,176	128,359
SUBTOTAL	6.0	6.0	6.0	6.0	334,146	116,526	450,672
Travel Training Intern Stipend					6,000	589	6,589
<b>TOTAL</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>\$ 340,146</b>	<b>\$ 117,115</b>	<b>\$ 457,261</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Human Resources & Technology**  
**Office of: Employee & Labor Relations**  
*Division: Benefits & Compensation*

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Benefits and Compensation Manager	1.0	1.0	1.0	1.0	\$ 107,236	\$ 28,073	\$ 135,309
Human Resources Analyst	1.0	1.0	1.0	1.0	79,112	13,663	92,775
Human Resources Specialist	1.0	1.0	1.0	1.0	65,711	22,053	87,764
<b>TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>\$ 252,059</b>	<b>\$ 63,789</b>	<b>\$ 315,848</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Human Resources & Technology**  
**Office of: Employee & Labor Relations**  
*Division: Employment*

<b>Position Title</b>	<b>2009 Budget</b>		<b>2010 Budget</b>		<b>2010 Budget</b>		<b>TOTAL</b>
	<b>FTEs</b>	<b>Positions</b>	<b>FTEs</b>	<b>Positions</b>	<b>Salaries</b>	<b>Benefits</b>	
Employment Manager	1.0	1.0	1.0	1.0	107,630	29,972	137,602
Senior Human Resources Analyst	1.0	1.0	1.0	1.0	85,441	26,529	111,970
Human Resources Analyst	1.0	1.0	1.0	1.0	67,589	15,924	83,513
<b>TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>\$ 260,660</b>	<b>\$ 72,425</b>	<b>\$ 333,085</b>





**2010 OPERATING BUDGET  
OFFICE EXPENDITURE DETAIL  
INFORMATION TECHNOLOGY**

			Division				
	Object Number	Description	Administration 10-264000-	Information Technology 10-262000-	Project Management 10-263000-	Telecommunications 10-265000-	Office Total
PERSONNEL	61100	Salaries	\$ 123,273	\$ 987,220	\$ 145,305	\$ 130,778	\$ 1,386,576
	61200	Overtime	-	5,000	-	-	5,000
	62500	Benefits	31,299	277,667	39,166	35,912	384,044
	SUBTOTAL		154,572	1,269,887	184,471	166,690	1,775,620
SUPPLIES	63110	Books & Periodicals	200	650	179	550	1,579
	63120	Office Supplies	100	400	-	600	1,100
	63290	General Operating Supplies	-	132,435	50	-	132,485
	63310	Small Tools & Equipment	-	116,718	-	100	116,818
	63390	General Repair & Maintenance	-	400	-	-	400
	SUBTOTAL		300	250,603	229	1,250	252,382
SERVICES	64110	Professional Services	800	114,615	-	-	115,415
	64130	Training	-	475	825	-	1,300
	64210	Postage	-	450	-	100	550
	64330	Travel & Subsistence	-	-	50	-	50
	64340	Advertising	-	-	-	18,911	18,911
	SUBTOTAL		800	115,540	875	19,011	136,226
UTILITIES	64220	Telephone	-	-	-	399,634	399,634
	SUBTOTAL		-	-	-	399,634	399,634
REPAIRS & MAINTENANCE	64650	General Equipment	-	12,750	-	39,955	52,705
	SUBTOTAL		-	12,750	-	39,955	52,705
OTHER	64970	Other Contract Services	-	1,100,735	-	-	1,100,735
	64990	Other Miscellaneous Expenses	500	500	-	-	1,000
	SUBTOTAL		500	1,101,235	-	-	1,101,735
	TOTAL OPERATIONS		\$ 156,172	\$ 2,750,015	\$ 185,575	\$ 626,540	\$ 3,718,302
	FTEs		1.0	13.0	2.0	2.0	18.0
	Positions		1.0	13.0	2.0	2.0	18.0



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Human Resources & Technology**  
**Office of: Information Technology**  
*Division: Administration*

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Director of Information Technology	1.0	1.0	1.0	1.0	\$ 123,273	\$ 31,299	\$ 154,572
<b>TOTAL</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 123,273</b>	<b>\$ 31,299</b>	<b>\$ 154,572</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Senior Systems Analyst	6.0	6.0	6.0	6.0	\$ 519,381	\$ 148,050	\$ 667,431	
Systems Analyst	2.0	2.0	2.0	2.0	134,096	36,289	170,385	
Network Infrastructure & Security Manager	1.0	1.0	1.0	1.0	87,251	27,307	114,558	
Network Administration Specialist	1.0	1.0	1.0	1.0	67,637	4,702	72,339	
Information Systems Specialist	3.0	3.0	3.0	3.0	178,855	60,828	239,683	
SUBTOTAL	13.0	13.0	13.0	13.0	987,220	277,176	1,264,396	
Overtime					5,000	491	5,491	
TOTAL	13.0	13.0	13.0	13.0	\$ 992,220	\$ 277,667	\$ 1,269,887	



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Project Manager	1.0	1.0	1.0	1.0	\$ 96,889	\$ 17,220	\$ 114,109
Project Assistant	0.0	0.0	1.0	1.0	48,416	21,946	70,362
<b>TOTAL</b>	<b>1.0</b>	<b>1.0</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 145,305</b>	<b>\$ 39,166</b>	<b>\$ 184,471</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

<b>Position Title</b>	<b>2009 Budget</b>		<b>2010 Budget</b>		<b>2010 Budget</b>		<b>TOTAL</b>
	<b>FTEs</b>	<b>Positions</b>	<b>FTEs</b>	<b>Positions</b>	<b>Salaries</b>	<b>Benefits</b>	
I/S Assistant Manager Telecom Admin	1.0	1.0	1.0	1.0	\$ 85,441	\$ 27,203	\$ 112,644
Telecom Support Assistant	1.0	1.0	1.0	1.0	45,337	8,709	54,046
<b>TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 130,778</b>	<b>\$ 35,912</b>	<b>\$ 166,690</b>

## Project Innovation

Five teams striving  
for new solutions.



### WORKPLACE WELLNESS

The Workplace Wellness Team, addressed the challenge of the agency's medical insurance premiums by devising a pro-active approach to supporting employees through healthy choices. Their final recommendations included a five-component wellness program, incentivizing participation by reducing the employee portion of medical benefits costs for participants and working to create an overall culture of wellness in the agency.



### GREEN COLLAR

The agency's commitment to green technologies was further advanced with the Green Team. They reviewed ways for Pierce Transit to continue its role as a leader in the green community. The team especially looked for ways to partner with local schools and businesses.



### MISSION STATEMENT

Given all the changes at Pierce Transit, our mission statement needed to be refreshed. The team used a process that emphasized employee participation to create our new mission statement: "Pierce Transit connects communities with safe, reliable, customer-friendly transit options."



### WORKERS' COMPENSATION PROCESS IMPROVEMENT

The Workers' Compensation Process Improvement Team identified several ways for Pierce Transit to save money by improving how claims are handled.



### SCHEDULING PROCESS IMPROVEMENT

The Scheduling Process Improvement Team focused on ways to shorten the amount of time required to make schedule changes more responsive to customers' needs.



**2010 BUDGET  
FINANCE, AUDIT & ADMINISTRATION DEPARTMENT  
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### In Brief:

The overall goal of the Finance, Audit & Administration Department is to support Pierce Transit's mission to connect communities with safe, reliable, customer-friendly transit options.

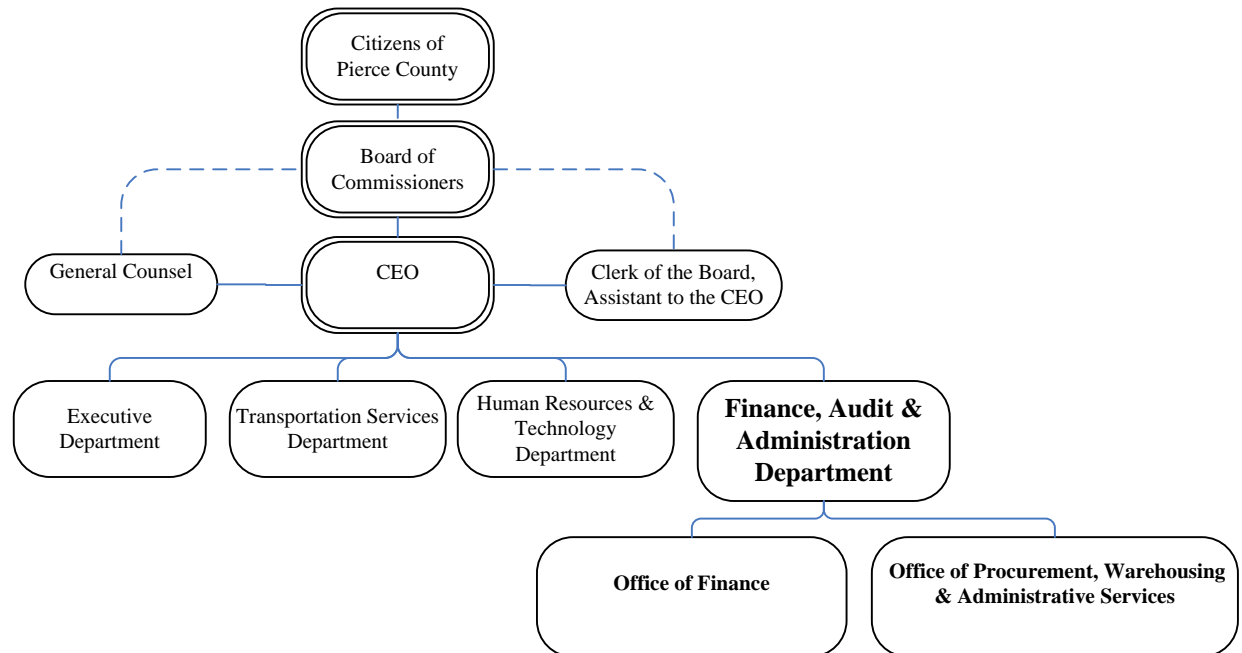
The department provides the highest quality of service through effective and responsive management and high caliber employees that support the mission and vision of Pierce Transit while contributing to achieving the Agency-wide performance measures. The department uses the Agency-wide performance measures to evaluate performance and 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. See the performance measures section for additional information.

The department is lead by Vice President Wayne Fanshier.

## 2010 BUDGET DEPARTMENT DESCRIPTION FINANCE, AUDIT & ADMINISTRATION

### Overview:

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



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

**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 principles. 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





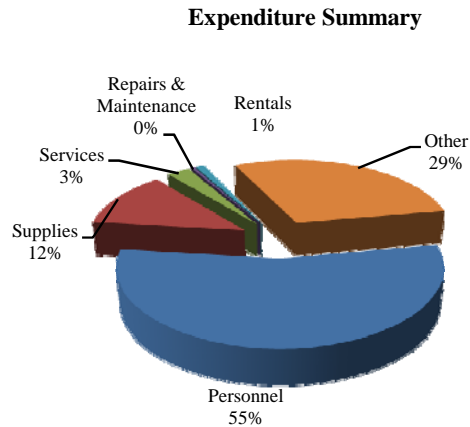
**2010 BUDGET  
DEPARTMENT DESCRIPTION  
FINANCE, AUDIT & ADMINISTRATION**

requirements, preparing the Agency's annual budget document, monitoring revenues and expenditures, preparing budget variance reports, and developing long range financial plans. Other activities include grant management, coordination with grantors, and acting as the central point for all Agency data and reporting. This office provides ridematching services, vanpool services, employer and transit demand management services, and manages the regional fare coordination project (ORCA). These services complement our fixed route and SHUTTLE service with commuting options, especially for long-distance commuters. The office maintains contact with federal, national, state, and local agencies for improvements and coordination.

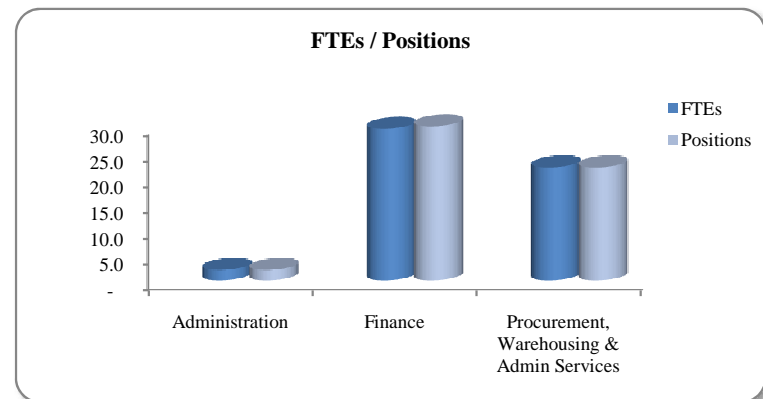
**Office of Procurement, Warehousing & Administrative Services** This office directs and controls the purchase of materials and services for the entire Agency. This includes the ordering, stocking, shipping, and distribution of parts used in maintaining and repairing Agency vehicles, establishing appropriate 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.



**2010 OPERATING BUDGET  
DEPARTMENT EXPENDITURE SUMMARY  
FINANCE, AUDIT & ADMINISTRATION**



Description	Administration	Finance	Procurement, Warehousing & Admin Services	Department Total
Personnel	\$ 262,831	\$ 2,751,515	\$ 1,700,184	\$ 4,714,530
Supplies	1,406	943,085	97,000	1,041,491
Services	350	199,796	27,665	227,811
Repairs & Maintenance	-	2,886	27,940	30,826
Rentals	-	-	85,139	85,139
Other	1,585	2,410,618	117,270	2,529,473
Maintenance & Operations	3,341	3,556,385	355,014	3,914,740
<b>TOTAL OPERATIONS</b>	<b>\$ 266,172</b>	<b>\$ 6,307,900</b>	<b>\$ 2,055,198</b>	<b>\$ 8,629,270</b>
<i>FTEs</i>	<i>2.0</i>	<i>29.5</i>	<i>22.0</i>	<i>53.5</i>
<i>Positions</i>	<i>2.0</i>	<i>31.0</i>	<i>22.0</i>	<i>55.0</i>





**2010 OPERATING BUDGET  
DEPARTMENT EXPENDITURE DETAIL  
FINANCE, AUDIT & ADMINISTRATION**

	<b>Object Number</b>	<b>Description</b>	<b>Administration</b>	<b>Finance</b>	<b>Procurement, Warehousing &amp; Admin Services</b>	<b>Department Total</b>
<b>PERSONNEL</b>	61100	Salaries	\$ 208,563	\$ 2,005,539	\$ 1,255,232	\$ 3,469,334
	61160	Safety & Attendance	-	3,100	5,600	8,700
	61190	Contract Salaries	-	80,000	-	80,000
	61200	Overtime	-	21,000	6,000	27,000
	62500	Benefits	54,268	641,576	429,152	1,124,996
	62900	Uniforms	-	300	4,200	4,500
		<b>SUBTOTAL</b>	262,831	2,751,515	1,700,184	4,714,530
<b>SUPPLIES</b>	63110	Books & Periodicals	1,206	655	900	2,761
	63120	Office Supplies	200	5,050	86,100	91,350
	63230	Fuel - Unleaded	-	928,000	-	928,000
	63290	General Operating Supplies	-	9,380	200	9,580
	63310	Small Tools & Equipment	-	-	9,800	9,800
		<b>SUBTOTAL</b>	1,406	943,085	97,000	1,041,491
<b>SERVICES</b>	64110	Professional Services	-	57,180	3,000	60,180
	64130	Training	-	5,940	-	5,940
	64160	Publicity & Public Relations	-	84,000	-	84,000
	64210	Postage	-	26,520	17,115	43,635
	64330	Travel & Subsistence	350	3,006	-	3,356
	64340	Advertising	-	-	7,000	7,000
	64350	Printing & Binding	-	23,150	550	23,700
		<b>SUBTOTAL</b>	350	199,796	27,665	227,811
<b>REPAIRS &amp; MAINTENANCE</b>	64650	General Equipment	-	2,886	27,940	30,826
		<b>SUBTOTAL</b>	-	2,886	27,940	30,826
<b>RENTALS</b>	64720	Buildings	-	-	34,625	34,625
	64730	Equipment	-	-	9,850	9,850
	64790	Other	-	-	40,664	40,664
		<b>SUBTOTAL</b>	-	-	85,139	85,139
<b>OTHER</b>	64910	Association Dues	835	2,160	-	2,995
	64950	Taxes	-	34,550	71,300	105,850
	64970	Other Contract Services	-	1,107,096	33,800	1,140,896
	64980	Bridge Tolls	-	51,700	600	52,300
	64990	Other Miscellaneous Expenses	750	1,215,112	11,570	1,227,432
		<b>SUBTOTAL</b>	1,585	2,410,618	117,270	2,529,473
		<b>TOTAL OPERATIONS</b>	\$ 266,172	\$ 6,307,900	\$ 2,055,198	\$ 8,629,270
		<i>FTEs</i>	2.0	29.5	22.0	53.5
		<i>Positions</i>	2.0	31.0	22.0	55.0



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Finance, Audit & Administration**  
*Division: Administration*

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
VP Finance & Administration	1.0	1.0	1.0	1.0	\$ 154,716	\$ 34,823	\$ 189,539
Senior Executive Assistant	1.0	1.0	1.0	1.0	53,847	19,445	73,292
<b>TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 208,563</b>	<b>\$ 54,268</b>	<b>\$ 262,831</b>



**2010 OPERATING BUDGET  
OFFICE EXPENDITURE DETAIL  
FINANCE**

	Object Number	Description	Division							Office Total
			Administration 10-221000-	Accounting 10-241000-	Budgeting 10-261000-	Business Partnerships 10-462000-	Revenue Accounting 10-242000-	Vanpool 10-463000-		
PERSONNEL	61100	Salaries	\$ 190,261	\$ 341,313	\$ 338,937	\$ 195,214	\$ 162,247	\$ 777,567	\$ 2,005,539	
	61160	Safety & Attendance	-	1,600	-	-	1,500	-	3,100	
	61190	Contract Salaries	-	-	-	80,000	-	-	80,000	
	61200	Overtime	-	8,000	-	3,000	10,000	-	21,000	
	62500	Benefits	53,569	128,797	97,913	65,080	84,126	212,091	641,576	
	62900	Uniforms	-	-	-	-	300	-	300	
		SUBTOTAL	243,830	479,710	436,850	343,294	258,173	989,658	2,751,515	
SUPPLIES	63110	Books & Periodicals	50	200	150	55	-	200	655	
	63120	Office Supplies	200	3,050	1,000	-	800	-	5,050	
	63230	Fuel - Unleaded	-	-	-	-	-	928,000	928,000	
	63290	General Operating Supplies	-	-	-	600	5,300	3,480	9,380	
		SUBTOTAL	250	3,250	1,150	655	6,100	931,680	943,085	
SERVICES	64110	Professional Services	-	56,580	600	-	-	-	57,180	
	64130	Training	3,660	850	1,080	-	350	-	5,940	
	64160	Publicity & Public Relations	-	-	-	84,000	-	-	84,000	
	64210	Postage	-	6,000	-	5,520	-	15,000	26,520	
	64330	Travel & Subsistence	500	250	400	1,200	250	406	3,006	
	64350	Printing & Binding	-	3,350	2,000	8,800	-	9,000	23,150	
		SUBTOTAL	4,160	67,030	4,080	99,520	600	24,406	199,796	
REPAIRS & MAINTENANCE	64650	General Equipment	-	350	-	-	2,536	-	2,886	
		SUBTOTAL	-	350	-	-	2,536	-	2,886	
OTHER	64910	Association Dues	520	790	-	800	50	-	2,160	
	64950	Taxes	-	34,550	-	-	-	-	34,550	
	64970	Other Contract Services	-	42,000	-	119,425	933,583	12,088	1,107,096	
	64980	Bridge Tolls	-	-	-	-	-	51,700	51,700	
	64990	Other Miscellaneous Expenses	100	500	1,122,242	-	-	92,270	1,215,112	
		SUBTOTAL	620	77,840	1,122,242	120,225	933,633	156,058	2,410,618	
		TOTAL OPERATIONS	\$ 248,860	\$ 628,180	\$ 1,564,322	\$ 563,694	\$ 1,201,042	\$ 2,101,802	\$ 6,307,900	
	FTEs	1.8	6.0	4.0	3.0	3.7	11.0	29.5		
	Positions	2.0	6.0	4.0	3.0	5.0	11.0	31.0		



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Director of Finance	1.0	1.0	1.0	1.0	\$ 123,273	\$ 29,799	\$ 153,072
Capital Grants & Budget Manager	1.0	1.0	0.0	0.0	-	-	-
Internal Auditor	0.0	0.0	0.8	1.0	66,988	23,770	90,758
<b>TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>1.8</b>	<b>2.0</b>	<b>\$ 190,261</b>	<b>\$ 53,569</b>	<b>\$ 243,830</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Assistant Finance Manager	1.0	1.0	1.0	1.0	\$ 92,276	\$ 26,644	\$ 118,920
Senior Accountant	1.0	1.0	1.0	1.0	60,264	22,901	83,165
Account Clerk	2.0	2.0	2.0	2.0	92,084	42,028	134,112
Payroll Specialist	2.0	2.0	2.0	2.0	96,689	36,281	132,970
SUBTOTAL	6.0	6.0	6.0	6.0	341,313	127,854	469,167
Safety & Attendance					1,600	157	1,757
Overtime					8,000	786	8,786
<b>TOTAL</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>\$ 350,913</b>	<b>\$ 128,797</b>	<b>\$ 479,710</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Budget Manager	1.0	1.0	1.0	1.0	\$ 107,630	\$ 30,817	\$ 138,447
Budget Coordinator	2.0	2.0	2.0	2.0	162,179	47,242	209,421
Data Management Coordinator	1.0	1.0	1.0	1.0	69,128	19,854	88,982
<b>TOTAL</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>\$ 338,937</b>	<b>\$ 97,913</b>	<b>\$ 436,850</b>





**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

**Department: Finance, Audit & Administration**  
**Office of: Finance**  
*Division: Business Partnerships*

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Business Partnerships Coordinator	1.0	1.0	1.0	1.0	\$ 73,252	\$ 25,803		99,055
Business Partnerships Specialist	1.0	1.0	1.0	1.0	45,541	18,978		64,519
ORCA Project Manager	0.0	0.0	1.0	1.0	76,421	12,148		88,569
	<hr/>		<hr/>		<hr/>			
SUBTOTAL	2.0	2.0	3.0	3.0	195,214	56,929		252,143
Overtime					3,000	295		3,295
Contract Personnel					80,000	7,856		87,856
	<hr/>		<hr/>		<hr/>			
<b>TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>\$ 278,214</b>	<b>\$ 65,080</b>	<b>\$</b>	<b>343,294</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Revenue Supervisor	1.0	1.0	0.0	0.0	\$ -	\$ -	\$ -
Accountant I	1.0	1.0	1.0	1.0	51,955	22,458	74,413
Account Clerk	1.0	1.0	1.0	1.0	48,255	21,739	69,994
Clerical Assistant	1.7	3.0	1.7	3.0	62,037	38,800	100,837
SUBTOTAL	4.7	6.0	3.7	5.0	162,247	82,997	245,244
Safety & Attendance					1,500	147	1,647
Overtime					10,000	982	10,982
Uniforms						300	300
<b>TOTAL</b>	<b>4.7</b>	<b>6.0</b>	<b>3.7</b>	<b>5.0</b>	<b>\$ 173,747</b>	<b>\$ 84,426</b>	<b>\$ 258,173</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Business Partnerships Manager	1.0	1.0	1.0	1.0	\$ 107,630	\$ 28,326	\$ 135,956	
Smart Card Project Manager *	1.0	1.0	0.0	0.0	-	-	-	
Vanpool Assistant Manager	1.0	1.0	1.0	1.0	85,441	14,452	99,893	
Vanpool Coordinator	8.0	8.0	8.0	8.0	541,521	160,268	701,789	
Vanpool Specialist	1.0	1.0	1.0	1.0	42,975	9,045	52,020	
TOTAL	12.0	12.0	11.0	11.0	\$ 777,567	\$ 212,091	\$ 989,658	

\* Position Transfer



**2010 OPERATING BUDGET  
OFFICE EXPENDITURE DETAIL  
PROCUREMENT, WAREHOUSING AND ADMINISTRATIVE SERVICES**

	Object Number	Description	Division					Office Total
			Administration 10-233000-	Administrative Services 10-253000-	Purchasing 10-231000-	Warehousing 10-232000-		
PERSONNEL	61100	Salaries	\$ 123,273	\$ 223,490	\$ 277,302	\$ 631,167	\$ 1,255,232	
	61160	Safety & Attendance	-	1,600	-	4,000	5,600	
	61200	Overtime	-	1,000	-	5,000	6,000	
	62500	Benefits	30,159	78,231	86,085	234,677	429,152	
	62900	Uniforms	-	-	-	4,200	4,200	
		SUBTOTAL	153,432	304,321	363,387	879,044	1,700,184	
SUPPLIES	63110	Books & Periodicals	-	900	-	-	900	
	63120	Office Supplies	-	1,000	84,800	300	86,100	
	63290	General Operating Supplies	-	-	-	200	200	
	63310	Small Tools & Equipment	-	50	8,000	1,750	9,800	
		SUBTOTAL	-	1,950	92,800	2,250	97,000	
SERVICES	64110	Professional Services	-	-	3,000	-	3,000	
	64210	Postage	-	16,515	600	-	17,115	
	64340	Advertising	-	-	7,000	-	7,000	
	64350	Printing & Binding	-	500	-	50	550	
		SUBTOTAL	-	17,015	10,600	50	27,665	
REPAIRS & MAINTENANCE	64650	General Equipment	-	-	27,940	-	27,940	
		SUBTOTAL	-	-	27,940	-	27,940	
RENTALS	64720	Buildings	-	-	34,625	-	34,625	
	64730	Equipment	-	4,600	5,000	250	9,850	
	64790	Other	-	1,100	39,564	-	40,664	
		SUBTOTAL	-	5,700	79,189	250	85,139	
OTHER	64950	Taxes	-	71,300	-	-	71,300	
	64970	Other Contract Services	-	3,800	30,000	-	33,800	
	64980	Bridge Tolls	-	600	-	-	600	
	64990	Other Miscellaneous Expenses	-	70	11,500	-	11,570	
		SUBTOTAL	-	75,770	41,500	-	117,270	
		TOTAL OPERATIONS	\$ 153,432	\$ 404,756	\$ 615,416	\$ 881,594	\$ 2,055,198	
	FTEs	1.0	5.0	4.0	12.0	22.0		
	Positions	1.0	5.0	4.0	12.0	22.0		



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	
Director of Procurement, Warehousing, and Administrative Services	1.0	1.0	1.0	1.0	\$ 123,273	\$ 30,159	\$ 153,432
<b>TOTAL</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 123,273</b>	<b>\$ 30,159</b>	<b>\$ 153,432</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Administrative Services Supervisor	1.0	1.0	1.0	1.0	\$ 61,655	\$ 19,645	\$	81,300
Administrative Specialist II	3.0	3.0	3.0	3.0	124,523	44,099		168,622
Clerical Assistant	1.0	1.0	1.0	1.0	37,312	14,232		51,544
SUBTOTAL	5.0	5.0	5.0	5.0	223,490	77,976		301,466
Safety & Attendance					1,600	157		1,757
Overtime					1,000	98		1,098
<b>TOTAL</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>\$ 226,090</b>	<b>\$ 78,231</b>	<b>\$</b>	<b>304,321</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		2010 Budget		
	FTEs	Positions	FTEs	Positions	Salaries	Benefits	TOTAL
Purchasing Coordinator	2.0	2.0	2.0	2.0	\$ 158,224	\$ 52,733	\$ 210,957
Purchasing Agent	1.0	1.0	1.0	1.0	68,869	15,527	84,396
Purchasing Assistant	1.0	1.0	1.0	1.0	50,209	17,825	68,034
<b>TOTAL</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>\$ 277,302</b>	<b>\$ 86,085</b>	<b>\$ 363,387</b>



**2010 OPERATING BUDGET  
PERSONNEL SUMMARY**

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

Position Title	2009 Budget		2010 Budget		Salaries	2010 Budget		TOTAL
	FTEs	Positions	FTEs	Positions		Benefits		
Assistant Manager of Inventory	1.0	1.0	1.0	1.0	\$ 85,441	\$ 25,657	\$	111,098
Division Assistant	1.0	1.0	1.0	1.0	38,774	18,355		57,129
Warehouse Technician II	1.0	1.0	1.0	1.0	57,413	23,256		80,669
Warehouse Technician I	7.0	7.0	7.0	7.0	356,112	141,857		497,969
Warehouse Assistant	1.0	1.0	1.0	1.0	45,599	9,571		55,170
Warehouse Courier	1.0	1.0	1.0	1.0	39,628	14,292		53,920
	<hr/>		<hr/>		<hr/>			<hr/>
SUBTOTAL	12.0	12.0	12.0	12.0	622,967	232,988		855,955
Shift Differential					8,200	805		9,005
Safety & Attendance					4,000	393		4,393
Overtime					5,000	491		5,491
Uniforms						4,200		4,200
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<b>TOTAL</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	<b>\$ 640,167</b>	<b>\$ 238,877</b>	<b>\$</b>	<b>879,044</b>



The results of  
ownership attitude.



Project Innovation, led by Organizational Learning Manager Kelly Johnston, received the Model Program Award from the National Transit Institute. This award recognizes training initiatives that meet a demonstrated need and achieve clear and measurable results. Project Innovation was honored for its emphasis on employee ideas.



Transit Operator Brentt Mackie won the First Place trophy in the 40-foot Transit Coach Division at the American Public Transportation Association's 2009 International Bus Rodeo. The competition requires drivers to maneuver vehicles through an intricate maze of graded exercises and to participate in a high-speed braking exercise.



Chuck Mathias, Webmaster and Senior Design Specialist, won a First Place Award in the American Public Transportation Association's 30th Annual AdWheel Awards competition for his University of Washington & Downtown Tacoma map illustrations and design.



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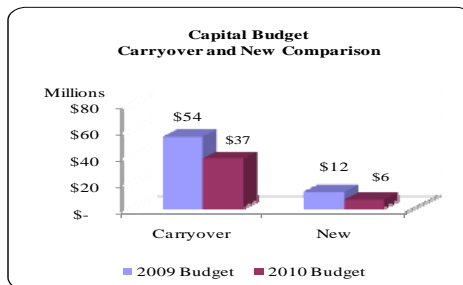
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## 2010 CAPITAL BUDGET INTRODUCTION

### In brief:

Capital projects for 2010 are budgeted at \$43.3 million. Approved but unspent projects are carried over to the following budget year. The 2010 Budget contains approximately \$37 million of carryover, the majority of which is for replacement revenue vehicles at \$12.5 million, and the Mobile Communications project at \$6.6 million. Expenditures are supported by \$17 million in grant revenue primarily from the Federal Transit Administration (FTA). Operating costs or anticipated savings associated with significant non-routine capital expenditures such as personnel, maintenance, and utility costs have been included in the operating budgets of the responsible division.



### What It Is

The capital budget for 2010 is the Agency's financial plan of capital project expenditures for the year. The capital budget incorporates anticipated revenues and expenditures included in the first year of the Six-Year Capital Plan. Capital outlays reflect non-recurring capital improvements rather than ongoing expenses. In addition, these items are distinguished from operating items due to their value (greater than \$5,000) and projected useful life (longer than one year). Capital projects also tend to have higher costs requiring more stringent control and accountability.

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

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

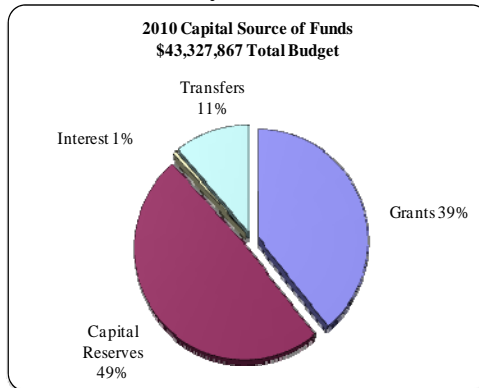
Capital project funds do not lapse until completion of the project. Agency policy requires funds to be budgeted in the year in which contracts will be entered into. Approved but unspent funds are carried over to the following budget year until project completion.

The capital budget is separated into five categories which include Revenue Vehicles, Passenger Facilities, Base Facilities, Technology, and Other. These categories are presented in the pages following and include distinctions that are important to the Agency such as project class, which indicates whether a project is *replacement* of an existing system or piece of equipment, or *expansion*. Expansion projects include acquisition of

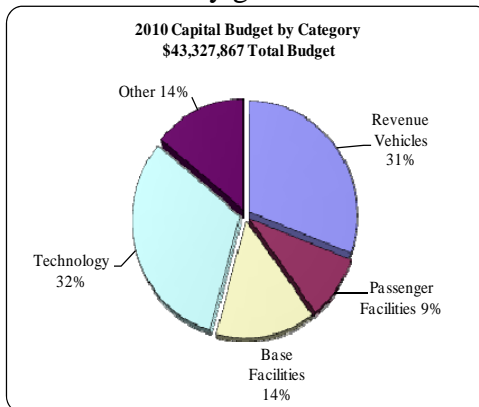


## 2010 CAPITAL BUDGET INTRODUCTION

Where the money comes from:



Where the money goes:



new systems or equipment that, if not brand new, represents a replacement that is not like for like.

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

### How It's Funded

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

The 2010 Capital Budget is funded by a number of anticipated grants. Sources include federal grants from the Federal Transit Administration, state grants from the Washington State Office of Regional Mobility and other grant or contract sources such as Sound Transit, a regional service provider. Grant funding sources are estimated to provide \$17,013,805 for capital funding in 2010, or 39% of the total budgeted revenue.

The Agency maintains a local reserve for capital expenditures in accordance with policy which states the minimum amount of the capital reserve will be set at a level equal to ten percent of the six-year average annual capital expenditures and fifty percent of the average annual grant funding programmed in the Six-Year Financial Plan. This reserve has been set at this level to enable the Agency to respond to urgent unanticipated capital expenditure requirements as well as to protect Pierce Transit from the uncertainty of federal and state grant funding. Use of capital reserves accounts for \$21,217,888 or 49%.



## 2010 CAPITAL BUDGET INTRODUCTION

The 2010 Capital Budget is responsive to customer's needs and includes the following categories:

Revenue Vehicles – 31%

*Provide customers a comfortable and reliable mode of transportation*

Passenger Facilities – 9%

*Serve as the front door to the transit system*

Base Facilities – 14%

*Support the growth of the agency*

Technology – 32%

*Improve information and services to the public*

Other – 14%

*Maintain equipment and systems*

The remaining funding comes from transfers of \$4,874,800 from operating funds or 11% and interest at \$221,374 or 1%.

### How It's Presented

The following pages include budget and project information by category for the six-year planning horizon. Information about priorities and objectives is included, as well as category highlights, budget overview, major changes from the 2009 Budget, sources of funding, and operating budget impact. Lists also show the total 2010 capital projects and the projects sorted by replacement and expansion for the six-year planning period.

	Carryover	New	Total
<b>Revenue Vehicles</b>	\$ 12,514,981	\$ 878,559	\$ 13,393,539
(Bus - 9 replacement, Bus PLUS - 5 replacement, Vanpool - 88 replacement, Shuttle Vehicles - 28 replacement)			
<b>Passenger Facilities and Amenities</b>	2,559,926	1,309,473	3,869,399
(Parkland Transit Center, Tacoma Dome Station, Study of Tacoma Community College)			
<b>Base Facilities</b>	5,265,211	995,794	6,261,005
Base master plan for facility condition and efficiency, replacements related to safety and security)			
<b>Technology</b>	10,903,714	2,793,440	13,697,154
(Mobile Communications System, Regional Fare Integration)			
<b>Other</b>	5,890,311	216,459	6,106,770
(Support vehicles, maintenance equipment, Downtown Tacoma and Pacific Ave. Signal Priority Projects)			
	<u>\$ 37,134,143</u>	<u>\$ 6,193,725</u>	<u>\$ 43,327,867</u>

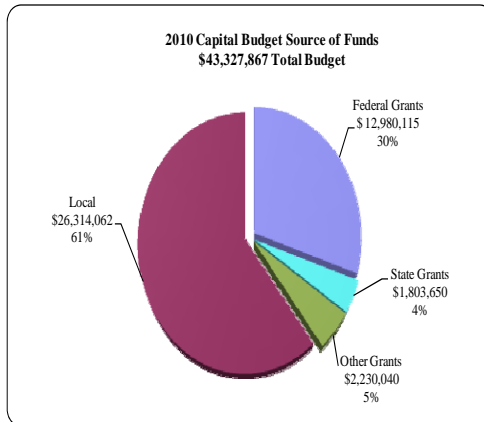


## 2010 CAPITAL BUDGET REVENUE

### In brief:

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

<b>Federal</b>	2010 Budget
(5307 Earned Share, Flex Funds Regional, Flex Funds Countywide, 5309 Earmarks, 5308 ITS, ARRA, Homeland Security)	\$ 12,980,115
<b>State</b>	
(Regional Mobility)	1,803,650
<b>Other</b>	
(Sound Transit)	2,230,040
<b>Local</b>	
(Capital Reserves, Interest, Transfers)	26,314,062
	<u>\$ 43,327,867</u>



### Revenue

The 2010 Capital Budget is funded by a number of anticipated grants. Grant funding sources are estimated to provide \$17,013,805 for capital funding in 2010, or thirty-nine percent of the total budgeted revenue. The remaining funding is from local funds.

Source of Funds	Budget Line No.	Project Name	Project No.	2010 Budget
<b>FEDERAL</b>				
5307 Earned Share	15	Wheel Alignment Equipment	269	\$ 44,978
	16	Transmission Dynamometer Upgrade	270	52,853
	29	Bus Shop Equipment	293	57,239
	30	Auto Shop Diagnostic Equipment 2009	294	36,186
	31	Vanpool Replacement 2009	295	91,675
Flex Funds Regional	22	Downtown Tacoma TSP II	284	2,555,802
Flex Funds Countywide	1	Parkland Transit Center	170	552,964
	31	Vanpool Replacement 2009	295	1,280,711
	50	Vanpool Replacement 2010	316	487,953
ARRA	43	ARRA CNG Compressor/Equipment	309	1,571,075
	44	ARRA Bus Replacement	310	5,400,000
5208 ITS	6	Regional Fare Integration	197	160,905
Homeland Security	14	Physical Security Enhancements - CCTV	260	687,774
<b>Subtotal - Federal Grants</b>				<b>12,980,115</b>
<b>STATE</b>				
Regional Mobility	45	RM Pacific Avenue TSP	311	1,803,650
<b>Subtotal - State Grants</b>				<b>1,803,650</b>
<b>OTHER</b>				
Sound Transit	6	Regional Fare Integration	197	1,640,672
	9	96th Street Frontage & Gate	219	39,666
	11	Underground Bus Shop Hoists	233	249,702
	49	TDS Mid-Life Maintenance	315	300,000
<b>Subtotal - Other Grants</b>				<b>2,230,040</b>
<b>LOCAL</b>				
Capital Reserves		All Remaining		21,217,888
Interest		All Remaining		221,374
Transfers		All Remaining		4,874,800
<b>Subtotal - Local Funds</b>				<b>26,314,062</b>
<b>TOTAL ALL SOURCES</b>				<b>\$ 43,327,867</b>

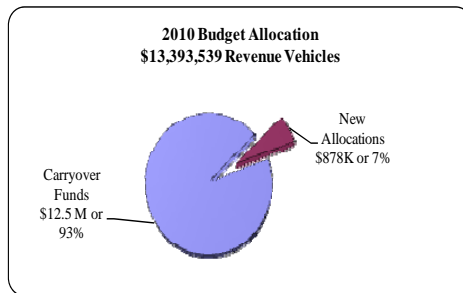
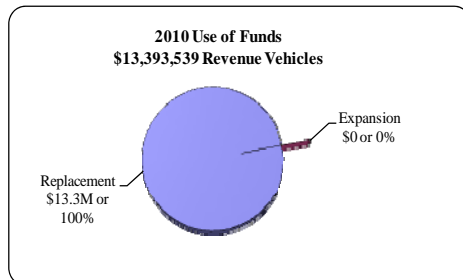
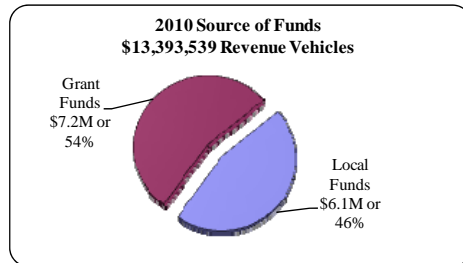
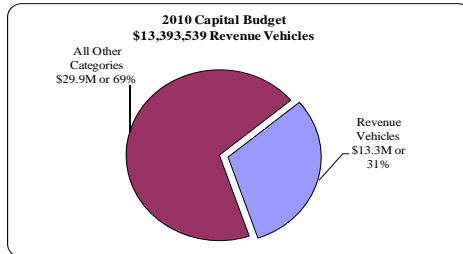






## 2010 CAPITAL BUDGET REVENUE VEHICLES

### In brief:



### Introduction: Revenue Vehicles

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

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

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

The current fleet of 195 buses (excludes Sound Transit vehicles) is powered by compressed natural gas (CNG). Buses are replaced on a regular schedule that varies somewhat based on the age of the CNG tank. Newer CNG tanks have a longer useful life than older tanks. With recent purchases, the average age of the Pierce Transit fleet is 7.1 years. Nine replacement buses were order in 2009 for delivery in 2010. These new buses are powered by a clean diesel hybrid electrical propulsion system and will serve to diversify the fleet.

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



## 2010 CAPITAL BUDGET REVENUE VEHICLES



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

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

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

The vanpool program complements Pierce Transit's network of local and express services, providing commute alternatives to many destinations that cannot be effectively served by fixed route services. A vanpool is a group of 5 to 15 people sharing a ride in a 7, 8, 12, or 15-passenger van. The vanpool program also administers a special use van program which provides vehicles to local communities and organizations as a way of meeting their specialized transportation needs. The current fleet consists of 326 vans. Routine replacement occurs on the basis of seven years or 120,000 miles. No expansion of the fleet is planned at this time.



## 2010 CAPITAL BUDGET REVENUE VEHICLES

### Priorities and Objectives

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

This capital category supports the following board strategic direction and goals of the Agency:

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

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

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



## 2010 CAPITAL BUDGET REVENUE VEHICLES

### Highlights

**Fixed-route Buses:** In 2009, Pierce Transit ordered nine diesel-electric hybrid buses to replace compressed natural gas buses that reached the end of the useful tank life. Delivery is planned for the third quarter of 2010. Regular replacement occurs on a 14 year or 500,000 mile cycle.

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

	2010	2011	2012	2013	2014	2015
Replacement Buses	0	6	45	0	21	18
Expansion Buses	0	0	0	0	0	0

**SHUTTLE Vehicles:** In 2010, Pierce Transit will replace twenty-eight SHUTTLE vehicles. Regular replacement occurs on a 7 year or 200,000 mile cycle.

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

	2010	2011	2012	2013	2014	2015
Replacement Vehicles	28	22	20	5	25	0
Expansion Vehicles	0	0	0	0	0	0

**BusPLUS Vehicles:** In 2010, five new BusPLUS vehicles will be ordered. Replacement of this fleet is on a 7 year or 200,000 mile cycle.

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

	2010	2011	2012	2013	2014	2015
Replacement Vehicles	5	0	5	5	5	5
Expansion Vehicles	0	0	0	0	0	0





## 2010 CAPITAL BUDGET REVENUE VEHICLES



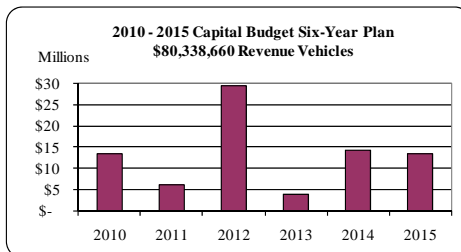
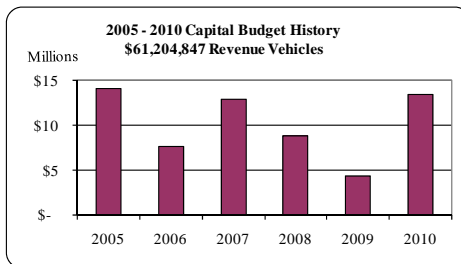
Vanpool Vans: The major focus for vanpool expenditures for the next six years is the replacement of existing vans. Vanpool vans are replaced on a 7 year or 120,000 mile cycle

### Planned Vanpool Orders

	2010	2011	2012	2013	2014	2015
Replacement Vans	23	0	101	43	64	30
Expansion Vans	0	0	0	0	0	0

### Budget Overview

The budget for revenue vehicles for 2010 is \$13,393,539 and accounts for approximately 31% of the total 2010 Capital Budget. The entire budget will be spent on routine replacement of vehicles that have reached the end of their useful life.



The Revenue Vehicle Capital Budget history is shown at left for 2005 to 2010. The drastic changes from year to year are influenced almost entirely by the need to replace and/or expand the bus fleet based on the more expensive unit cost of vehicles of this type. Due to current economic conditions there is no expansion of service planned for the 2010 – 2015 Six-Year Financial Plan; therefore no additional (expansion) revenue vehicles are planned. In 2009, Pierce Transit received \$5.4 million in funding through the American Recovery and Reinvestment Act (ARRA) for bus replacement. This enabled the Agency to order nine buses, which will be delivered in the last half of 2010.

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

The Six-Year Capital Plan for 2010 to 2015 reflects no expansion for any year. The peak of the plan is in 2012 when 45 replacement buses are due to be ordered.



## **2010 CAPITAL BUDGET REVENUE VEHICLES**

### **Major Changes from 2009 Budget**

Nearly all of the \$4.4 million budgeted in this category for 2009 is carried over to 2010, plus an additional \$5.4 million for the bus order which was added to the budget late in 2009 when ARRA funding became available to the Agency. The Agency had planned for the replacement of vehicles according to the approved replacement plans for each fleet, but did not place orders, except bus and vanpool, to economize. Additional replacement vanpool vehicles were added for 2010, and carryover budgets were increased incrementally to account for inflation.

### **Sources of Funding**

It is anticipated that grant funds from the Federal Transit Administration will be used for 54% or \$7.2 million of the 2010 Budget. The remainder, 46% or \$6.1 million will come from local capital reserves. The Agency will continue to seek grant funding for 2010 – 2015 from the Federal Transit Administration, as well as other potential sources, to aid in the replacement of vehicles.

### **Operating Budget Impact**

There are no new operating costs or FTEs proposed for 2010. Replacing vehicles on schedule results in containment of costs due to lower cost of maintaining newer vehicles and the technological advances found in new vehicles which provide greater fuel efficiency and generate less carbon emissions. Labor costs are contained for breakdowns, allowing available labor hours to be spread across a greater number of vehicles thus increasing efficiency and requiring fewer FTEs. The impact of not ordering some replacement vehicles in 2009 will likely be experienced in 2011 if orders are delayed again.



**2010 PROJECT INFORMATION  
REVENUE VEHICLES**

									<u>2010 Project Budget</u>				<u>2010 Project Funding</u>			
Budget Line #	<u>1</u>	<u>2</u>	<u>3</u>	Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2009 YE Estimated Expenditures	2009 Carryover Amount	New 2010 Amount	Total 2010 Annual Budget	Local	Grant	Grant Description		
17	R	R	A	<u>Shuttle Replacement 2008</u> Carryover project awaiting closeout, project cancelled.	272	\$ 2,301,414	\$ -	\$ -	\$ 2,256,288	\$ 45,126	\$ 2,301,414	\$ 2,301,414	\$ -	n/a		
18	R	R	A	<u>BusPLUS Replacement 2008</u> Carryover project awaiting closeout, project cancelled.	273	460,768	-	-	451,733	9,035	460,768	460,768	-	n/a		
31	R	R	A	<u>Vanpool Replacement 2009</u> Purchase 64 vehicles to maintain current replacement plan of 6 years or 100,000 miles.	295	1,710,545	-	-	1,677,005	33,540	1,710,545	338,159	1,372,386	Federal - 5307 Formula & Competitive		
32	R	R	A	<u>Shuttle Replacement 2009</u> Purchase 28 vehicles to maintain current replacement plan of 7 years or 200,000 miles.	296	2,287,033	-	-	2,242,189	44,844	2,287,033	2,287,033	-	n/a		
33	R	R	A	<u>BusPLUS Replacement 2009</u> Purchase 5 vehicles to maintain current replacement plan of 7 years or 200,000 miles.	297	497,521	-	-	487,765	9,755	497,521	497,521	-	n/a		
44	R	R	A	<u>ARRA Bus Replacement 2009</u> Purchase 9 diesel-electric hybrid buses to replace CNG coaches that have reached the end of their useful life.	310	5,508,000	-	-	5,400,000	108,000	5,508,000	108,000	5,400,000	Federal - ARRA		
50	R	R	A	<u>Vanpool Replacement 2010</u> Purchase 23 vehicles to maintain current replacement plan of 6 years or 100,000 miles.	316	628,259	-	-	-	628,259	628,259	140,306	487,953	Federal - Flex Funds Regional		
TOTAL						\$ 13,393,539	\$ -	\$ -	\$ 12,514,981	\$ 878,559	\$ 13,393,539	\$ 6,133,200	\$ 7,260,339			

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



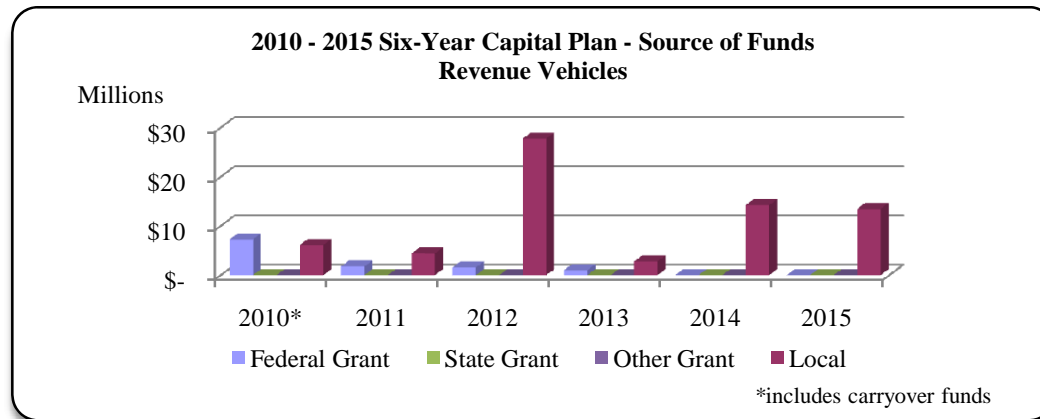


**2010 - 2015 SIX-YEAR CAPITAL PLAN - SOURCE OF FUNDS  
REVENUE VEHICLES**

**Plan**

ID #	SOURCE OF FUNDS	2010*	2011	2012	2013	2014	2015	Total
<b><u>Federal</u></b>								
	Federal Transit Administration							
90030	5307 Formula & Competitive	\$ 91,675	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 91,675
90030	Flex Funds - Regional	1,768,664	-	-	-	-	-	1,768,664
90031	Flex Funds - Countywide	-	1,765,202	570,111	-	-	-	2,335,313
90027	ARRA	5,400,000	-	-	-	-	-	5,400,000
90027	Earmark	-	-	1,000,000	1,000,000	-	-	2,000,000
	<b>Total Federal Funds</b>	<b>7,260,339</b>	<b>1,765,202</b>	<b>1,570,111</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>11,595,652</b>
<b><u>State</u></b>								
	Washington State Dept. of Transportation	-	-	-	-	-	-	-
	<b>Total State Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Other</u></b>								
	Sound Transit	-	-	-	-	-	-	-
	<b>Total Other Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Local</u></b>								
	Pierce Transit Capital Reserves	6,133,200	4,377,300	27,736,803	2,791,271	14,230,285	13,474,148	68,743,008
	<b>Total Local Funds</b>	<b>6,133,200</b>	<b>4,377,300</b>	<b>27,736,803</b>	<b>2,791,271</b>	<b>14,230,285</b>	<b>13,474,148</b>	<b>68,743,008</b>
<b>Total All Funds</b>		<b>\$ 13,393,539</b>	<b>\$ 6,142,502</b>	<b>\$ 29,306,914</b>	<b>\$ 3,791,271</b>	<b>\$ 14,230,285</b>	<b>\$ 13,474,148</b>	<b>\$ 80,338,660</b>

\*includes carryover funds



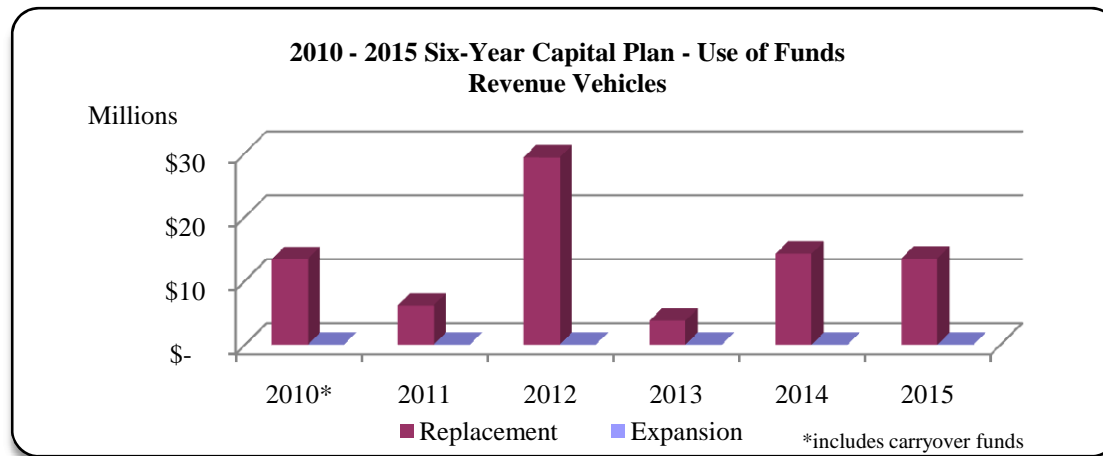


**2010 - 2015 SIX-YEAR CAPITAL PLAN - USE OF FUNDS  
REVENUE VEHICLES**

Plan

Plan ID #	USE OF FUNDS BY PROJECT	2010*	2011	2012	2013	2014	2015	Total
<b><u>Replacement</u></b>								
90027	Bus	\$ 5,508,000	\$ 3,936,000	\$ 21,838,193	\$ -	\$ 10,812,514	\$ 9,638,572	\$ 51,733,279
90031	SHUTTLE	4,588,447	2,206,502	3,631,973	1,528,800	436,800	1,820,000	14,212,522
90032	BusPLUS	958,288	-	525,086	548,726	576,704	604,971	3,213,775
90030	Vanpool	2,338,804	-	3,311,662	1,713,745	2,404,267	1,410,605	11,179,084
Subtotal Replacement		13,393,539	6,142,502	29,306,914	3,791,271	14,230,285	13,474,148	80,338,660
<b><u>Expansion</u></b>								
NONE		-	-	-	-	-	-	-
Subtotal Expansion		-	-	-	-	-	-	-
<b>Total Use of Funds</b>		<b>\$ 13,393,539</b>	<b>\$ 6,142,502</b>	<b>\$ 29,306,914</b>	<b>\$ 3,791,271</b>	<b>\$ 14,230,285</b>	<b>\$ 13,474,148</b>	<b>\$ 80,338,660</b>

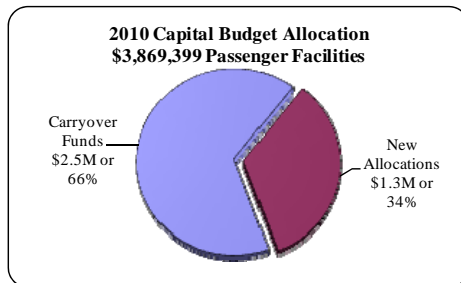
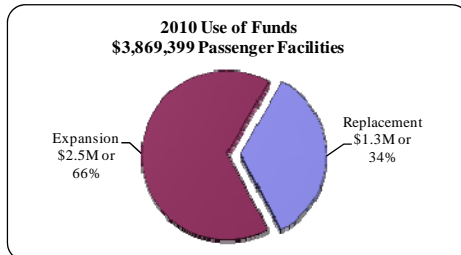
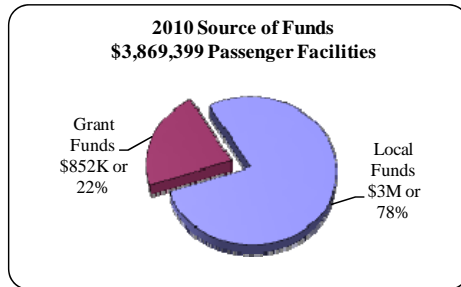
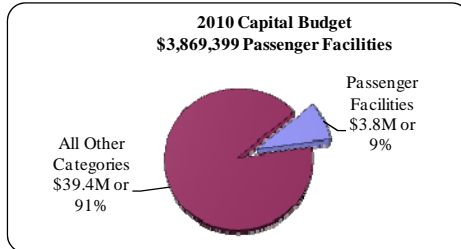
\*includes carryover funds





## 2010 CAPITAL BUDGET PASSENGER FACILITIES

### In brief:



### Introduction: Passenger Facilities

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

Pierce Transit also operates a network of park-and-ride facilities that are located throughout Pierce County. At year's end there were 6,569 parking spaces provided, a majority at facilities owned and operated by the Agency. On average, about 72% of the county's park-and-ride capacity is occupied on any given weekday.

The 2010 Budget includes projects to update and maintain passenger facilities. Projects include HVAC and roof repair, restroom refurbishment, parking lot repair and restriping, repairing bus loading areas and pedestrian access. The 2010 Budget also includes two planning studies related to passenger facilities, as well as construction funding to update passenger amenities at the Parkland Transit Center.

### Priorities and Objectives

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

This capital category supports the following board strategic direction and goals of the Agency:

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



## 2010 CAPITAL BUDGET PASSENGER FACILITIES

### Highlights

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

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

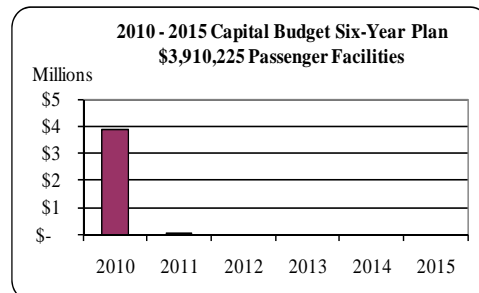
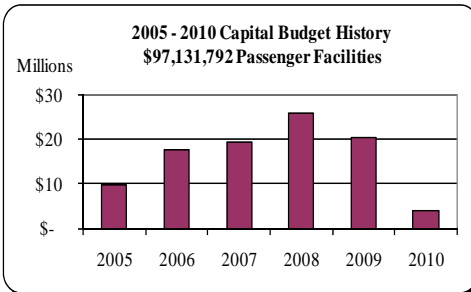
**Tacoma Dome Station Mid-Life Maintenance:** Mid-life major maintenance issues will be addressed which include repairs to the structure, HVAC systems, restroom refurbishment, repair defective and broken concrete sections, and restripe the entire facility. The Tacoma Dome Station is a major multi-modal transit hub which services bus and light rail in Tacoma.

**Facility Condition Assessment:** A study is budgeted to assess the current condition of the Tacoma Dome Station and Commerce Street facilities. The plan is to gather data for the development of a facilities maintenance database that will be used for prioritizing and managing system renewals at these sites.

### Budget Overview

The budget for passenger facilities for 2010 is \$3,869,399 and accounts for approximately 9% of the total Capital Budget.

Sixty-six percent or \$2.5 million of this category results from unspent funds carried over from the prior fiscal year. As a matter of policy, Pierce Transit budgets funds in the year in which the Agency anticipates entering into a contract for service or acquisition. The remaining thirty-four percent or \$1.3 million is new funding added to continuing projects to recognize the increased cost of construction and materials.





## **2010 CAPITAL BUDGET PASSENGER FACILITIES**

Two-thirds of the budget in the category, \$2.5 million or 66%, is related to expansion projects. This is due primarily to funds carried over to close out a 2009 project related to the Peninsula Park-and-Ride and funds budgeted for improvements at the Parkland Transit Center. The remaining amount of \$1.3 million or 34% will go to repair or remodel of existing facilities.

### **Major Changes from 2009 Budget**

The 2010 Budget is decreased 81% or \$16.4 million and reflects a scaled-back plan for passenger facilities due to the economic downturn and closeout of completed or cancelled projects. The emphasis is on assessing current condition and planning for the future, and budgeted funds are reserved for necessary repairs and a time when building is feasible.

### **Sources of Funding**

The majority of the funding for passenger facilities projects for 2010, \$3 million or 78%, comes from local funds. The remaining \$852,964 or 22% is planned from federal sources through the Federal Transit Administration, as well as other capital funding through the relationship with Sound Transit, a regional service provider.

### **Operating Budget Impact**

There are no planned operating cost increases as a result of the passenger facilities projects in 2010. Expansion projects are in the planning or close-out stage and specialty repair work will be contracted.







**2010 PROJECT INFORMATION  
PASSENGER FACILITIES**

										<u>2010 Project Budget</u>			<u>2010 Project Funding</u>		
Budget Line										2009		Total 2010			
#	<u>1</u>	<u>2</u>	<u>3</u>	Project Title/Description	Cost Center	Project Number	Total Project Budget	Prior Years Expenditures	2009 YE Estimated Expenditures	Carryover Amount	New 2010 Amount	Annual Budget	Local	Grant	Grant Description
				<u>Commerce Turnaround Fire Panel</u>											
				Replace the fire panel with a new version that is compatible with existing Pierce Transit facility standards. This is a life safety and asset protection priority project. Existing panel is at the end of its useful life and no longer supported by the manufacturer.	651000	331	12,750	-	-	-	12,750	12,750	12,750	-	n/a
65	R	P	C												
<b>TOTAL</b>							<b>\$ 8,267,879</b>	<b>\$ 4,424,115</b>	<b>\$ (25,635)</b>	<b>\$ 2,559,926</b>	<b>\$ 1,309,473</b>	<b>\$ 3,869,399</b>	<b>\$ 3,016,435</b>	<b>\$ 852,964</b>	

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



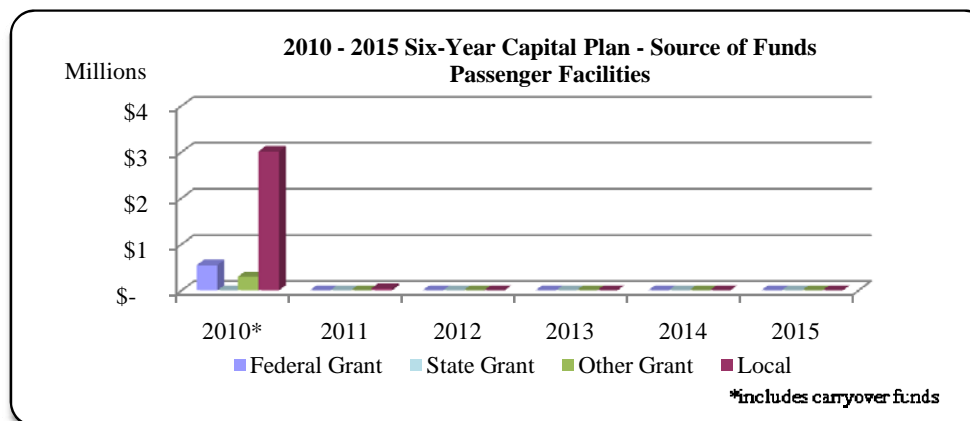


Plan

**2010 - 2015 SIX-YEAR CAPITAL PLAN - SOURCE OF FUNDS  
PASSENGER FACILITIES**

<b>ID #</b>	<b>SOURCE OF FUNDS</b>	<b>2010*</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total</b>
<b><u>Federal</u></b>								
	Federal Transit Administration							
90120	Section 5307 Formula - Earned Share	\$ 552,964	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 552,964
	Section 5307 Competitive	-	-	-	-	-	-	-
	Flex Funds - Regional	-	-	-	-	-	-	-
	Flex Funds - Countywide	-	-	-	-	-	-	-
	Earmark	-	-	-	-	-	-	-
	<b>Total Federal Funds</b>	<b>552,964</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>552,964</b>
<b><u>State</u></b>								
	Washington State Dept. of Transportation							
	Regional Mobility	-	-	-	-	-	-	-
	Vanpool Investment Program	-	-	-	-	-	-	-
	<b>Total State Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Other</u></b>								
90084	Sound Transit	300,000	-	-	-	-	-	300,000
	<b>Total Other Funds</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300,000</b>
<b><u>Local</u></b>								
	Pierce Transit Capital Reserves	3,016,436	40,826	-	-	-	-	3,057,262
	<b>Total Local Funds</b>	<b>3,016,436</b>	<b>40,826</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,057,262</b>
<b>Total All Funds</b>		<b>\$ 3,869,400</b>	<b>\$ 40,826</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,910,226</b>

\*includes carryover funds



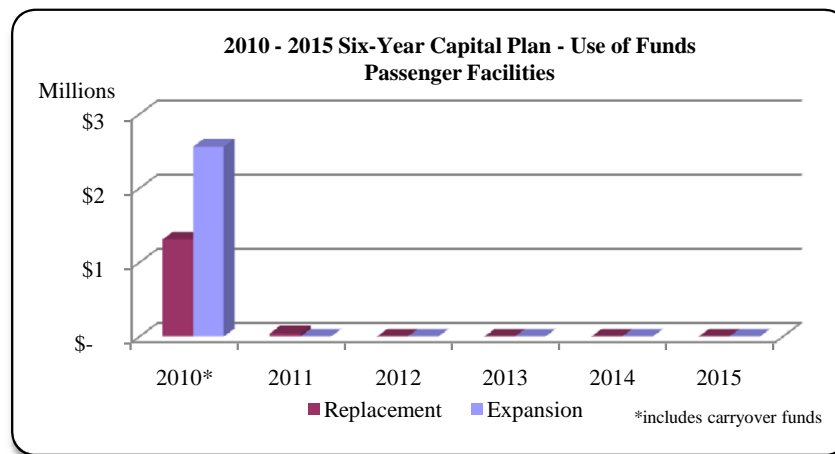


Plan

**2010 - 2015 SIX-YEAR CAPITAL PLAN - USE OF FUNDS  
PASSENGER FACILITIES**

ID #	USE OF FUNDS BY PROJECT	2010*	2011	2012	2013	2014	2015	Total
<b><u>Replacement</u></b>								
90082	TDS ADA Compliance	\$ 455,279	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 455,279
90133	Tacoma Community College Transit Center Study	84,334	-	-	-	-	-	84,334
90084	TDS Mid-Life Maintenance	595,935	-	-	-	-	-	595,935
90093	Lakewood Mall Transit Center Refurbishment	40,800	-	-	-	-	-	40,800
90094	Point Defiance Restroom Refurbishment	30,090	-	-	-	-	-	30,090
90096	Purdy Park-and-Ride Lot Seal and Stripe	30,600	-	-	-	-	-	30,600
90099	SR512 Park-and-Ride Lot Joint Sealant	48,068	-	-	-	-	-	48,068
90100	Bonney Lake Park-and-Ride Lot Joint Sealant	11,093	-	-	-	-	-	11,093
90101	Commerce Turnaround Fire Panel	12,750	-	-	-	-	-	12,750
90103	Lakewood Mall TC Restroom Roofs	-	19,219	-	-	-	-	19,219
90107	72nd Street TC Joint Sealant	-	21,607	-	-	-	-	21,607
	Subtotal Replacement	1,308,949	40,826	-	-	-	-	1,349,775
<b><u>Expansion</u></b>								
90092	Facility Condition Assessment - TDS & Commerce	33,660	-	-	-	-	-	33,660
90120	Parkland Transit Center	790,591	-	-	-	-	-	790,591
90121	Peninsula Park & Ride Phase I	1,606,561	-	-	-	-	-	1,606,561
90122	121st Street Improvements	103,687	-	-	-	-	-	103,687
90130	Peninsula Park-and-Ride Phase II	25,952	-	-	-	-	-	25,952
	Subtotal Expansion	2,560,451	-	-	-	-	-	2,560,451
<b>Total Use of Funds</b>		<b>\$ 3,869,400</b>	<b>\$ 40,826</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,910,226</b>

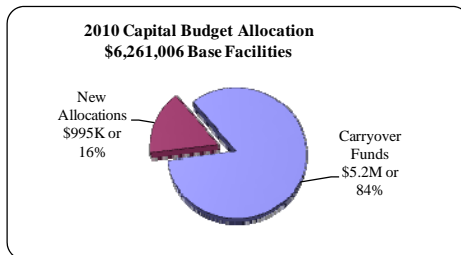
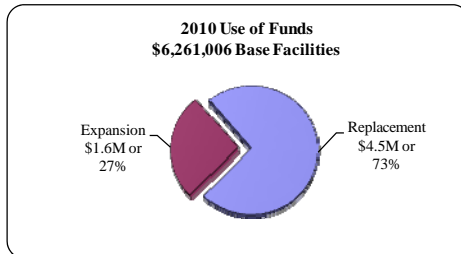
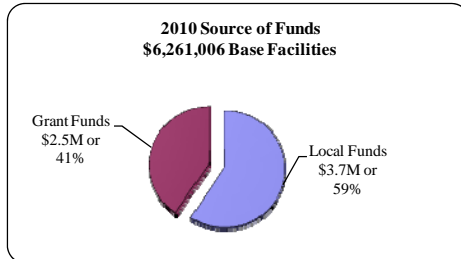
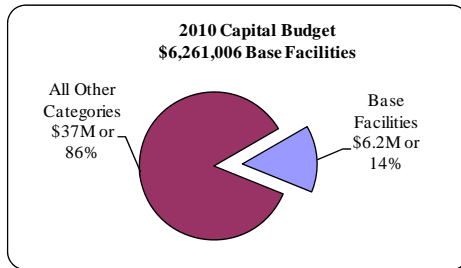
\*includes carryover funds





## 2010 CAPITAL BUDGET BASE FACILITIES

### In brief:



### Introduction: Base Facilities

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

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

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

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



## 2010 CAPITAL BUDGET BASE FACILITIES



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

### Priorities and Objectives

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

This capital category supports the following board strategic direction and goals of the Agency:

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

### Highlights

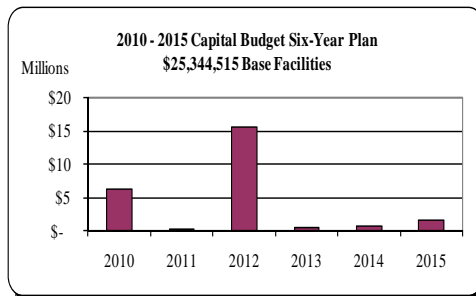
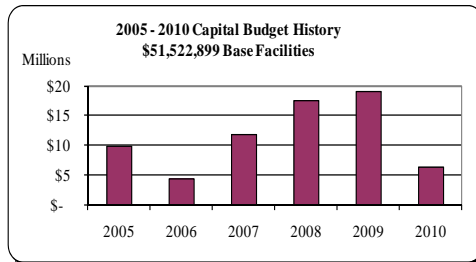
**Physical Security Enhancements:** A project is underway that provides the purchase and installation of closed circuit television cameras at various locations that have been identified in need of this level of security. The signal from these cameras will be transmitted to a single location to provide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

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





## 2010 CAPITAL BUDGET BASE FACILITIES



Improvements include such work as the completing the replacement of the underground bus hoists in the maintenance building, base light retrofit, replacement and/or rebuilding compressors, heaters, and HVAC units. A project was added late in 2009 to replace one of the compressed natural gas compressors used for fueling the bus fleet, as well as add a generator to allow for emergency operation in the event of a power outage. The funds were awarded to the Agency through the American Recovery and Reinvestment Act of 2009 (ARRA). Additional funds are earmarked for expansion of the base facilities.

### Budget Overview

The budget for base facilities for 2010 is \$6,261,005 and accounts for approximately fourteen percent of the total Capital Budget.

Eighty-four 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 into a contract for service or acquisition. The other \$995,794 or sixteen percent is new funding primarily for the construction of base facility improvements.

Twenty-seven percent or \$1.6 million of the budget in this category will be spent for expansion projects which improve base facilities. The remaining seventy-three percent or \$4.5 million will go to replacement or remodel of existing facilities.

### Major Changes from 2009 Budget

The 2010 Budget for base facilities has decreased significantly from 2009, 67% or \$12.7 million, as a result of the economic downturn experienced by the Agency. The emphasis is on preservation and planning for the future and all significant expansion planning has been moved forward in the Six-Year Capital Plan to the year 2012.



## 2010 CAPITAL BUDGET BASE FACILITIES

### **Sources of Funding**

The majority of the funding for base facilities projects for 2010, \$3.7 million or fifty-nine percent, comes from local funds. Approximately \$2.5 million or forty-one percent is planned from grants including Sound Transit participation in some projects, federal funding from the Transit Security Grant Program through Homeland Security, as well as the Federal Transit Administration, and ARRA.

### **Operating Budget Impact**

There are no planned operating cost increases as a result of the base facilities projects in 2010.



**2010 PROJECT INFORMATION  
BASE FACILITIES**

					<u>2010 Project Budget</u>			<u>2010 Project Funding</u>		
Budget Line #	<u>1</u> <u>2</u> <u>3</u>	Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2009 YE Estimated Expenditures	2009 Carryover Amount	New 2010 Amount	Total 2010 Annual Budget	Local Grant Grant Description
9	E B C	<u>96th Street Frontage &amp; Gate</u> The project components include an ingress driveway off 96th Street into the Main Base where the existing main driveway is located, and a second, new egress driveway. The new ingress driveway will be improved to accommodate multiple buses within the throat of the driveway and allow space for multiple people to inspect the buses if necessary. Both driveway's will be equipped with a high-speed gate.	219	798,852	729,887	-	67,613	1,352	68,965	29,299 39,666 Other - Sound Transit Base
11	R B A	<u>Replace Underground Bus Shop Hoists</u> Existing hoists will be removed and piping capped and abandoned. Existing bays will have to be remodeled to accept the new hoists. New shallower but wider pits will be poured for the new in ground hoists. The new hoists are scissor lift units that can be adjusted to lift each size bus, 30 to 45 feet. Hydraulic fluid requirements in the new lifts are small and controls are ergonomic and operate in a joystick mode.	233	1,035,493	398,166	6,495	614,541	16,291	630,832	381,130 249,702 Other - Sound Transit Base
14	E B A	<u>Physical Security Enhancements - CCTV</u> Install CCTV cameras at various locations that have been identified in need of this level of security. Transmit the signal from those cameras to the Tacoma Dome Station thus allowing for live viewing of those cameras by on-duty security personnel.	260	1,316,388	9,792	96,495	784,766	425,335	1,210,101	522,327 687,774 Federal - Transit Security Grant Program (TSGP)
23	E B P	<u>Base Master Plan</u> Conduct a facility needs assessment and develop a master plan to meet Agency space needs through the year 2030.	287	352,862	16,642	27,082	303,076	6,062	309,138	309,138 - n/a



**2010 PROJECT INFORMATION  
BASE FACILITIES**

									<u>2010 Project Budget</u>			<u>2010 Project Funding</u>		
Budget Line #				Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2009 YE Estimated Expenditures	2009 Carryover Amount	New 2010 Amount	Total 2010 Annual Budget	Local	Grant	Grant Description
				<u>Base Light Retrofit</u> Replacement of lot lighting with energy efficient fixtures for safety and security. New light fixtures offer a projected 50% energy savings and reduce the annual replacement cost of the metal halide bulbs. In addition, by going to a multiple bulb fixture, it reduces the possibility of a complete black out in the event a bulb should										
36	R	B	A	fail.	300	64,872	-	-	63,600	1,272	64,872	64,872	-	n/a
				<u>CNG Emergency Generator</u> Purchase a CNG powered emergency generator to supply power to the entire CNG system so no interruption to service would occur in the event of a power										
37	R	B	A	outage.	302	540,597	-	128	529,872	10,597	540,469	540,469	-	n/a
				<u>Building 4 Mammoth HVAC Replacement</u> Replacement of the Mammoth HVAC										
38	R	B	A	unit on the Bldg 4 roof.	303	297,330	-	-	291,500	5,830	297,330	297,330	-	n/a
				<u>CNG Compressor Replacement</u> Replacement of the Knox Western CNG compressors that have reached the end of their service life, with a										
39	R	B	A	single, large capacity replacement.	304	1,080,783	-	20,832	1,039,168	20,783	1,059,951	1,059,951	-	n/a
				<u>ARRA CNG Compressor</u> Replacement of compressed natural gas compressor and related equipment that has reached the end of its useful										
43	R	B	A	life.	309	1,602,497	-	-	1,571,075	31,422	1,602,497	31,422	1,571,075	Federal - ARRA
				<u>Farebox Component Refurbishment</u> Extend the life of the current farebox system by up to 24 months by purchasing refurbished vault receiver mechanisms (3) and also purchase replacement cash boxes (20) which are										
46	R	B	A	unrepairable.	312	35,700	-	-	-	35,700	35,700	35,700	-	n/a
				<u>Methane Detection System</u> Bring the current methane detection system in Building 1 to a new platform that can be serviced and maintained effectively. The current system is no										
48	R	B	C	longer manufactured or supported.	314	229,500	-	-	-	229,500	229,500	229,500	-	n/a





**2010 PROJECT INFORMATION  
BASE FACILITIES**

					<u>2010 Project Budget</u>			<u>2010 Project Funding</u>						
Budget Line #	<u>1</u>	<u>2</u>	<u>3</u>	Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2009 YE Estimated Expenditures	2009 Carryover Amount	New 2010 Amount	Total 2010 Annual Budget	Local	Grant	Grant Description
				<u>Urea Dispensing Equipment</u> Urea is added as an exhaust treatment agent to meet new emissions standards. This is a required process for the continued operation of buses and Pierce Transit does not currently have a mechanism for dispensing this additive. This project will purchase a 250 gallon dispensing unit for use at										
52	E	B	C	the fuel island.	318	16,830	-	-	-	16,830	16,830	16,830	-	n/a
				<u>Building 1 Central Compressed Air System Compressors</u> Replace the existing two compressors which are original equipment and 24 years old. They have reached the end of their functional life and are difficult to find parts for. There is also potential energy savings that can be captured with the newer technology that is incorporated in the replacement										
53	R	B	C	screw drive compressors.	319	56,100	-	-	-	56,100	56,100	56,100	-	n/a
				<u>Facility Condition Assessment - Base (Bldgs. 4 &amp; 5)</u> Assess current condition of facilities and build a database for prioritizing and managing system renewals.	320	33,660	-	-	-	33,660	33,660	33,660	-	n/a
				<u>Facility Condition Assessment - Maintenance (Bldgs. 1, 2, 3)</u> Assess current condition of facilities and build a database for prioritizing and managing system renewals.	321	33,660	-	-	-	33,660	33,660	33,660	-	n/a
				<u>Fuel Island Vacuum Bellows</u> This vacuum system is used to clean the coaches of debris. The system is several years old and no longer functioning properly. This project will bring this system up to a functional level or, if that is not feasible, replace										
59	R	B	C	it with a new system.	325	40,800	-	-	-	40,800	40,800	40,800	-	n/a



**2010 PROJECT INFORMATION  
BASE FACILITIES**

									<u>2010 Project Budget</u>			<u>2010 Project Funding</u>		
Budget Line #	<u>1</u>	<u>2</u>	<u>3</u>	Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2009 YE Estimated Expenditures	2009 Carryover Amount	New 2010 Amount	Total 2010 Annual Budget	Local	Grant	Grant Description
				<u>Building 1 Employee Lot Gate Controllers</u> The two gate controllers that operate the bi-parting entry/exit gates for the employee lot located south of Building 1 have reached the end of their functional life and are prone to failure. Repair parts are not readily available. These gate controllers are important to maintain base perimeter security and										
61	R	B	C	will be replaced.	327	15,300	-	-	-	15,300	15,300	15,300	-	n/a
				<u>Building 4 Lot Gate Controllers</u> The two gate controllers that operate the bi-parting entry/exit gates for the employee lot located at building 4 have reached the end of their functional life and are prone to failure. Repair parts are not readily available. These gate controllers are important to maintain base perimeter security and										
62	R	B	C	will be replaced.	328	15,300	-	-	-	15,300	15,300	15,300	-	n/a
<b>TOTAL</b>						<b>\$ 7,566,524</b>	<b>\$ 1,154,487</b>	<b>\$ 151,032</b>	<b>\$ 5,265,211</b>	<b>\$ 995,794</b>	<b>\$ 6,261,005</b>	<b>\$ 3,712,789</b>	<b>\$ 2,548,217</b>	

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

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

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

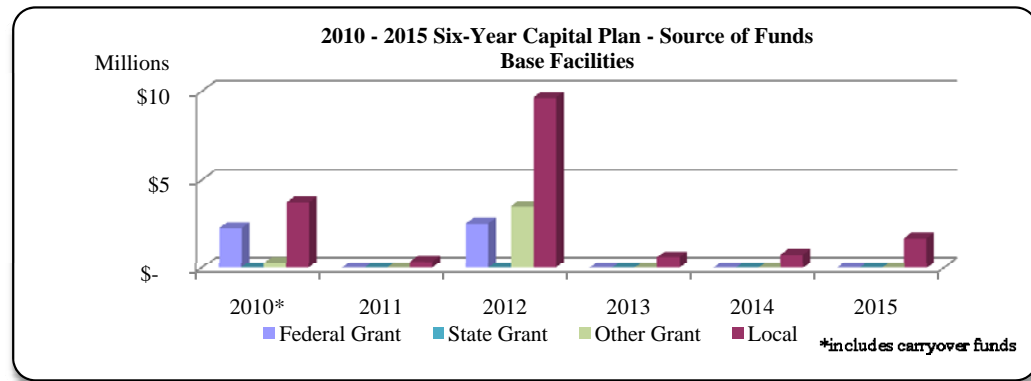


**2010 - 2015 SIX-YEAR CAPITAL PLAN - SOURCE OF FUNDS  
BASE FACILITIES**

Plan

ID #	SOURCE OF FUNDS	2010*	2011	2012	2013	2014	2015	Total
<b><u>Federal</u></b>								
	Federal Transit Administration							
	Section 5307 Formula - Earned Share	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
90118	Section 5307 Competitive	-	-	592,583	-	-	-	592,583
	Flex Funds - Regional	-	-	-	-	-	-	-
	Flex Funds - Countywide	-	-	-	-	-	-	-
90119	Earmark	-	-	1,942,653	-	-	-	1,942,653
90149	ARRA	1,571,075	-	-	-	-	-	1,571,075
	Department of Homeland Security							
90001	Transit Security Grant Program	687,774	-	-	-	-	-	687,774
	Total Federal Funds	2,258,849	-	2,535,236	-	-	-	4,794,085
<b><u>State</u></b>								
	Washington State Dept. of Transportation							
	Regional Mobility	-	-	-	-	-	-	-
	Vanpool Investment Program	-	-	-	-	-	-	-
	Total State Funds	-	-	-	-	-	-	-
<b><u>Other</u></b>								
90127,90119,	Sound Transit	289,368	-	3,494,298	-	-	-	3,783,666
90037,90128	Total Other Funds	289,368	-	3,494,298	-	-	-	3,783,666
<b><u>Local</u></b>								
	Pierce Transit Capital Reserves	3,712,789	362,921	9,630,706	611,323	758,561	1,690,466	16,766,766
	Bonds	-	-	-	-	-	-	-
	Total Local Funds	3,712,789	362,921	9,630,706	611,323	758,561	1,690,466	16,766,766
<b>Total All Funds</b>		<b>\$ 6,261,006</b>	<b>\$ 362,921</b>	<b>\$ 15,660,240</b>	<b>\$ 611,323</b>	<b>\$ 758,561</b>	<b>\$ 1,690,466</b>	<b>\$ 25,344,517</b>

\*includes carryover funds



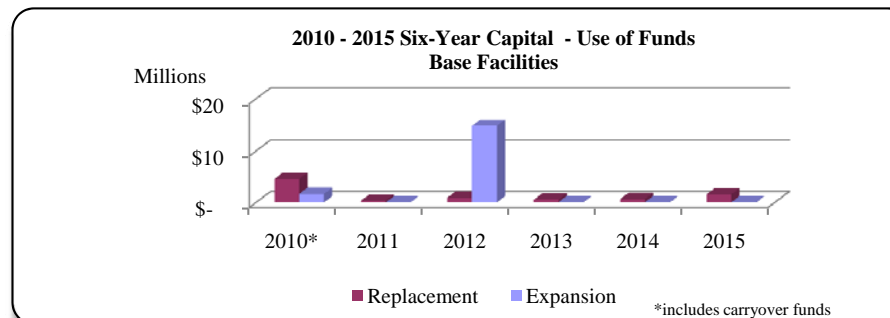


**2010 - 2015 SIX-YEAR CAPITAL PLAN - USE OF FUNDS  
BASE FACILITIES**

**Plan**

<b>ID #</b>	<b>USE OF FUNDS BY PROJECT</b>	<b>2010*</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total</b>
<b><u>Replacement</u></b>								
90081	Farebox Component Refurbishment	\$ 35,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,700
90083	Methane Detection System	229,500	-	-	-	-	-	229,500
90089	Building 1 Central Compressed Air System Compressors	56,100	-	-	-	-	-	56,100
90095	Fuel Island Vacuum Bellows	40,800	-	-	-	-	-	40,800
90097	Building 1 Employee Lot Gate Controllers	15,300	-	-	-	-	-	15,300
90098	Building 4 Lot Gate Controllers	15,300	-	-	-	-	-	15,300
90104	Bus Lot Joint Sealant	-	221,727	-	-	-	-	221,727
90105	Bus Lot Concrete Repairs	-	76,875	-	-	-	-	76,875
90106	Building 1 Hot Water Heaters	-	10,250	-	-	-	-	10,250
90108	Underground Storage Tank Monitoring System	-	43,819	-	-	-	-	43,819
90109	Mammoth System HVAC Controls	-	10,250	-	-	-	-	10,250
90110	Facilities Maintenance	-	-	969,445	542,712	689,950	1,621,855	3,823,961
90128	Underground Bus Shop Hoists	630,832	-	-	-	-	-	630,832
90142	Base Light Retrofit	64,872	-	-	-	-	-	64,872
90143	CNG Emergency Generator	540,469	-	-	-	-	-	540,469
90144	Building 4 Mammoth HVAC Replacement	297,330	-	-	-	-	-	297,330
90145	CNG Compressor Replacement	1,059,951	-	-	-	-	-	1,059,951
90149	ARRA CNG Compressor/Equipment	1,602,497	-	-	-	-	-	1,602,497
Subtotal Replacement		4,588,651	362,921	969,445	542,712	689,950	1,621,855	8,775,533
<b><u>Expansion</u></b>								
90088	Urea Dispensing Equipment (Exhaust Treatment)	16,830	-	-	-	-	-	16,830
90090	Facility Condition Assessment - Base (Bldg 4 & 5)	33,660	-	-	-	-	-	33,660
90091	Facility Condition Assessment - Maintenance (Bldg 1,2,3)	33,660	-	-	-	-	-	33,660
90001	Physical Security Enhanc.-CCTV	1,210,101	-	-	-	-	-	1,210,101
90037	100th Street Driveway, Gate & Frontage	-	-	690,795	-	-	-	690,795
90117	1% Security Projects (req. for FTA 5307)	-	-	-	68,611	68,611	68,611	205,833
90118	Building 4 Expansion	-	-	7,000,000	-	-	-	7,000,000
90119	Base Expansion	-	-	7,000,000	-	-	-	7,000,000
90127	96th Street Frontage & Gate	68,965	-	-	-	-	-	68,965
90135	Base Master Plan	309,138	-	-	-	-	-	309,138
Subtotal Expansion		1,672,354	-	14,690,795	68,611	68,611	68,611	16,568,982
<b>Total Use of Funds</b>		<b>\$ 6,261,005</b>	<b>\$ 362,921</b>	<b>\$ 15,660,240</b>	<b>\$ 611,323</b>	<b>\$ 758,561</b>	<b>\$ 1,690,466</b>	<b>\$ 25,344,515</b>

\*includes carryover funds

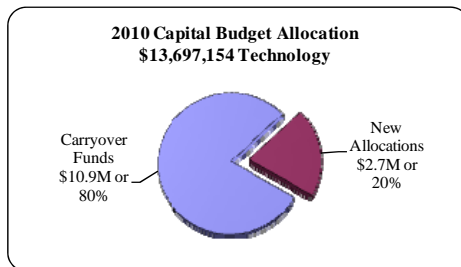
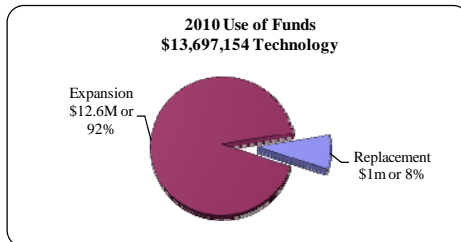
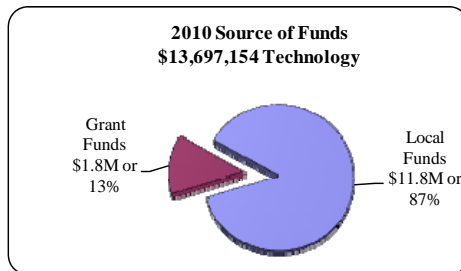
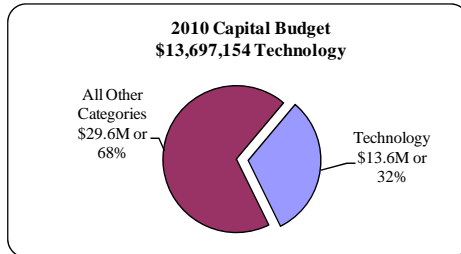






## 2010 CAPITAL BUDGET TECHNOLOGY

### In brief:



### Introduction: Technology

Pierce Transit relies on a variety of advanced technological systems to operate on a daily basis. There are over 375 Agency computer users, an Agency network, information and telecommunication systems, printers, and desktop computers. These systems operate 24 hours a day, 7 days a week. Capital projects that have a significant technical component and/or require integration with existing technology systems are included in this category.

### Priorities and Objectives

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

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

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

This capital category supports the following board strategic direction and goals of the Agency:

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



## 2010 CAPITAL BUDGET TECHNOLOGY

### Highlights



**Mobile Communications System:** Pierce Transit's mobile communication system is arguably its most important system. The current radio system has exceeded its useful life and has serious deficiencies. These include areas that lack radio coverage and frequent equipment failures. Due to the age of the radio system, component parts are often not available resulting in increased down time. With the need to purchase a new radio system, Pierce Transit resolved to improve system safety and productivity by moving to the new 700MHz frequency band and by adding a data radio overlay which will facilitate the use of computer aided dispatch, automatic vehicle location, and automatic passenger counter features. The new system will utilize state of the art components to provide reliable voice and data communication to all service vehicles operated by Pierce Transit. The project is currently underway and implementation took place in 2009. Project closeout will occur in 2010.



**Regional Fare Integration (ORCA):** Pierce Transit continues to work with the six other Central Puget Sound transit agencies to develop a regional smart card fare collection system. When implemented, the Smart Card system, also known as ORCA (One Regional Card for All), 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 with implementation beginning in stages in 2009. The project will be finalized in 2010.



## 2010 CAPITAL BUDGET TECHNOLOGY

### Budget Overview

The budget for technology projects for 2010 is \$13,697,154 and accounts for approximately thirty-two percent of the total 2010 Capital Budget.

Eighty percent or \$10.9 million of the budget results from unspent funds carried over from the prior fiscal year. This is primarily due to the Mobile Communication System (\$6.6 million), Regional Fare Integration (\$1.9 million), and Digital Camera System for Buses (\$1.1 million) projects. The remaining twenty percent or \$2.7 million is for new projects.

Ninety-two percent or \$12.6 million of the budget in this category will be spent for expansion, largely a direct result of the Mobile Communication System project. The remaining eight percent or \$1 million will go to the routine replacement of existing equipment and information systems.

### Major Changes from 2009 Budget

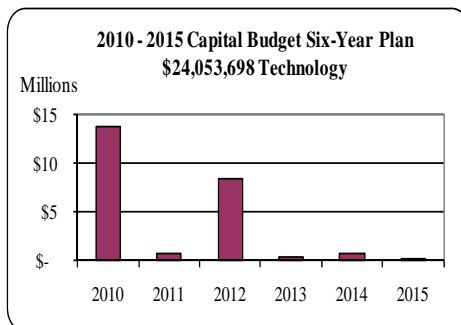
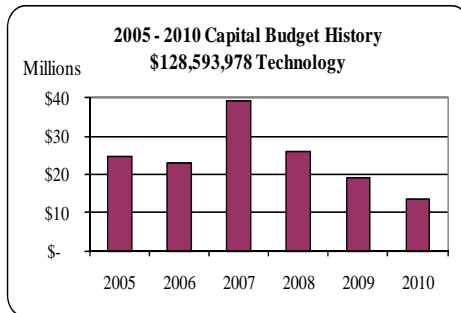
The 2010 Budget in the Technology category has decreased by \$5.3 million or 28% from 2009, as major technology projects are expended as they near completion.

### Sources of Funding

The majority of the funding for Technology projects, \$11.8 million or 87% comes from local capital reserves. Grant funding in the amount of \$1.8 million or 13% for 2010 is anticipated. The primary source is from Sound Transit to support a share of costs in the Mobile Communication System project, as well as funding for the ORCA project.

### Operating Budget Impact

Three FTEs have been proposed to be transferred from other operating divisions for 2010 resulting from implementation of the Mobile Communications and Regional Fare Integration (ORCA) projects and the impact of technology projects in general. Replacing hardware and software on schedule helps contain maintenance costs of the systems.





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**2010 PROJECT INFORMATION  
TECHNOLOGY**

Budget Line #				Project Number	Total Project Budget	Prior Years Expenditures	2009 YE Estimated Expenditures	2010 Project Budget			2010 Project Funding		
	<u>1</u>	<u>2</u>	<u>3</u>					2009 Carryover Amount	New 2010 Amount	Total 2010 Annual Budget	Local	Grant	Grant Description
41	R	T	A										
42	E	T	A										
67	R	T	A										
68	R	T	A										
69	R	T	A										
TOTAL					\$ 48,834,620	\$ 26,145,218	\$ 8,992,248	\$ 10,903,714	\$ 2,793,440	\$ 13,697,154	\$ 11,895,577	\$ 1,801,577	

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

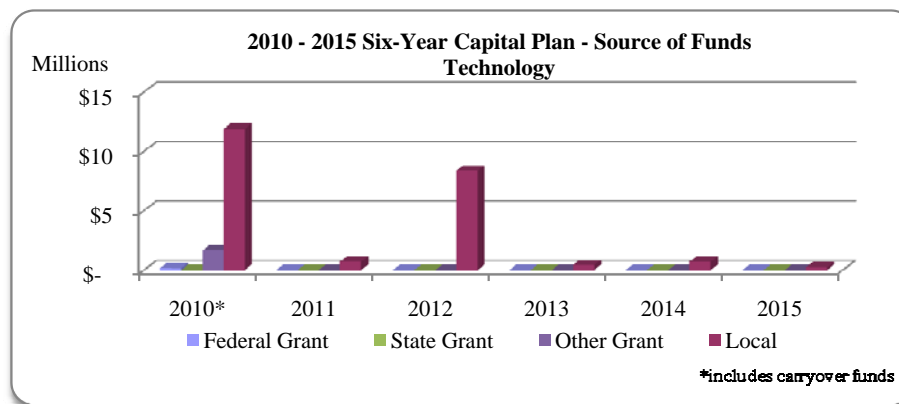


Plan

# 2010 - 2015 SIX-YEAR CAPITAL PLAN - SOURCE OF FUNDS TECHNOLOGY

ID #	SOURCE OF FUNDS	2010*	2011	2012	2013	2014	2015	Total
<b><u>Federal</u></b>								
	Federal Transit Administration							
	Section 5307 Formula - Earned Share	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Section 5307 Competitive	-	-	-	-	-	-	-
	Flex Funds - Regional	-	-	-	-	-	-	-
	Flex Funds - Countywide	-	-	-	-	-	-	-
	Earmark	-	-	-	-	-	-	-
90125	ITS 5208	160,905	-	-	-	-	-	160,905
	Total Federal Funds	160,905	-	-	-	-	-	160,905
<b><u>State</u></b>								
	Washington State Dept. of Transportation							
	Regional Mobility	-	-	-	-	-	-	-
	Total State Funds	-	-	-	-	-	-	-
<b><u>Other</u></b>								
90125	Sound Transit	1,640,672	-	-	-	-	-	1,640,672
	Total Other Funds	1,640,672	-	-	-	-	-	1,640,672
<b><u>Local</u></b>								
	Pierce Transit Capital Reserves	11,895,577	696,763	8,343,232	407,580	686,208	222,761	22,252,121
	Bonds	-	-	-	-	-	-	-
	Total Local Funds	11,895,577	696,763	8,343,232	407,580	686,208	222,761	22,252,121
<b>Total All Funds</b>		<b>\$ 13,697,154</b>	<b>\$ 696,763</b>	<b>\$ 8,343,232</b>	<b>\$ 407,580</b>	<b>\$ 686,208</b>	<b>\$ 222,761</b>	<b>\$ 24,053,698</b>

\*includes carryover funds



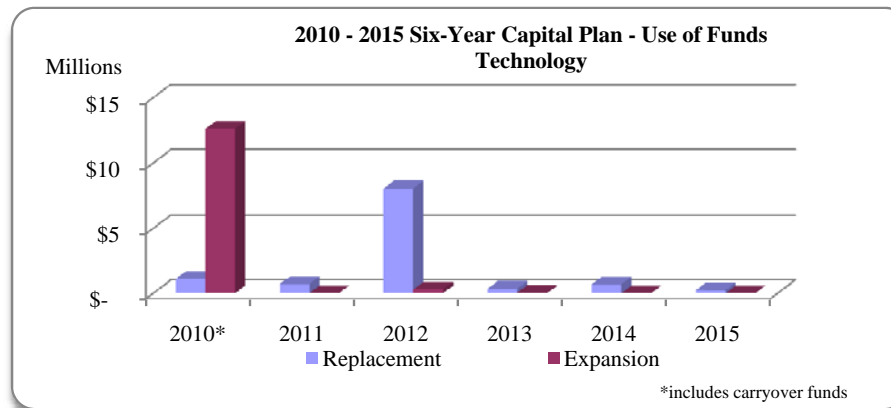


**2010 - 2015 SIX-YEAR CAPITAL PLAN - USE OF FUNDS  
TECHNOLOGY**

**Plan**

<b>ID #</b>	<b>USE OF FUNDS BY PROJECT</b>	<b>2010*</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total</b>
<b><u>Replacement</u></b>								
90002	Agency Plotter Replacement	\$ -	\$ 30,750	\$ -	\$ -	\$ -	\$ -	\$ 30,750
90004/90136	Data Storage Update	330,404	117,670	98,553	16,224	233,734	96,720	893,305
90006	GIS Update	-	36,772	-	-	-	36,400	73,172
90008	Hastus Update	-	328,000	-	-	332,800	-	660,800
90009/90138	LAN Equipment Replacement	146,401	65,363	62,797	53,513	81,714	38,161	447,949
90010	Marketing Plotter & Printer	-	68,624	-	-	-	-	68,624
90013/90137	Server Replacement	98,626	49,584	110,445	33,758	37,960	51,480	381,853
90015/90140	Storage Area Network Update	265,855	-	-	255,725	-	-	521,580
90018	Vinyl Cutter Replacement	-	-	6,210	-	-	-	6,210
90147	High Line HR/Payroll System Upgrade	33,398	-	-	-	-	-	33,398
90072	Fare Box Replacement	-	-	6,528,330	-	-	-	6,528,330
90111	Fleet & Facilities Maintenance System	-	-	435,388	-	-	-	435,388
90112	TDS CCTV System Upgrade	-	-	815,063	-	-	-	815,063
90124	SHUTTLE Software Replacement	216,999	-	-	-	-	-	216,999
	<b>Subtotal Replacement</b>	<b>1,091,683</b>	<b>696,763</b>	<b>8,056,786</b>	<b>359,220</b>	<b>686,208</b>	<b>222,761</b>	<b>11,113,421</b>
<b><u>Expansion</u></b>								
90003/90139	Blade Server Enclosure	50,276	-	48,128	48,360	-	-	146,764
90123	Mobile Communications System	6,748,104	-	-	-	-	-	6,748,104
90125	Regional Fare Integration	1,959,691	-	-	-	-	-	1,959,691
90126	Enterprise Content Management (ECM)	63,779	-	-	-	-	-	63,779
90113	Digital Camera System for Buses	3,519,000	-	-	-	-	-	3,519,000
90148	High Line HR/Payroll System Enhancement	264,622	-	-	-	-	-	264,622
90019	Telephone System Upgrade	-	-	238,320	-	-	-	238,320
	<b>Subtotal Expansion</b>	<b>12,605,472</b>	<b>-</b>	<b>286,448</b>	<b>48,360</b>	<b>-</b>	<b>-</b>	<b>12,940,280</b>
	<b>Total Use of Funds</b>	<b>\$ 13,697,155</b>	<b>\$ 696,763</b>	<b>\$ 8,343,234</b>	<b>\$ 407,580</b>	<b>\$ 686,208</b>	<b>\$ 222,761</b>	<b>\$ 24,053,701</b>

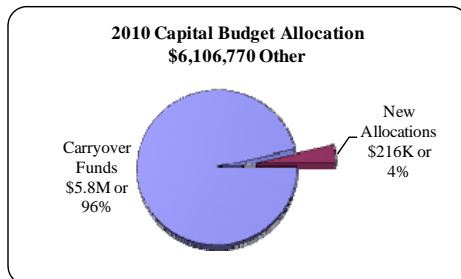
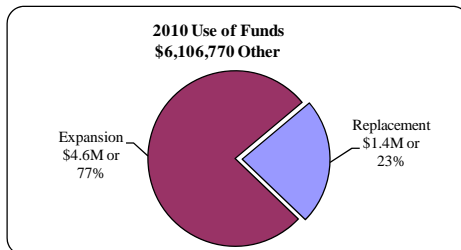
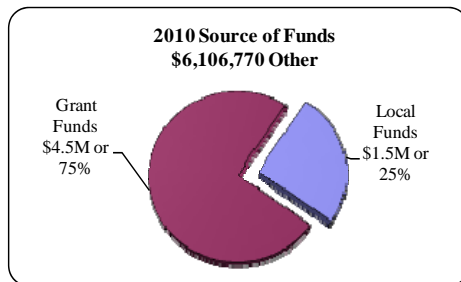
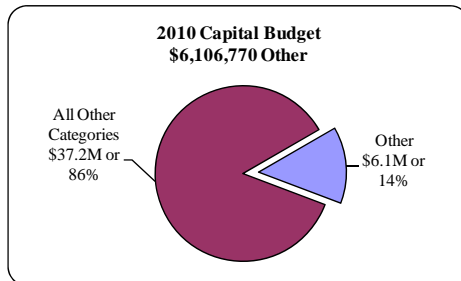
\*includes carryover funds







### In brief:



## 2010 CAPITAL BUDGET OTHER

### 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 two transit signal priority projects.

### Priorities and Objectives

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

This capital category supports the following board strategic direction and goals of the Agency:

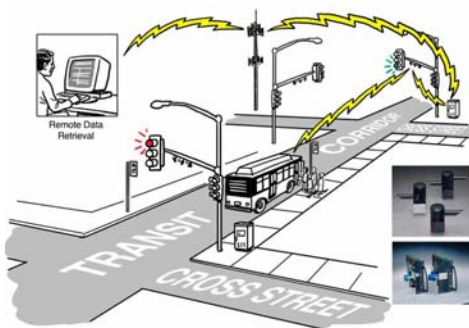
- A system that is efficient and fiscally responsible
- Services that benefit the community and are embraced by our citizens
- Effective and innovative services that respond to change and growth
- A commitment to green technologies and strategies that respond to climate change

### Highlights

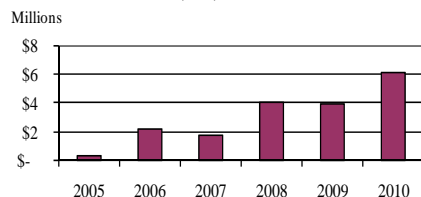
**Downtown Tacoma Transit Signal Priority II:** The existing traffic signal system in Downtown Tacoma is outdated and does not effectively manage traffic. The downtown area is experiencing a volume and mix of traffic modes that the current signal system simply cannot handle. This project will design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



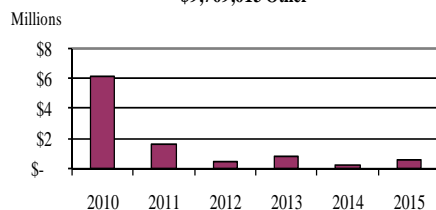
## Transit Signal Priority



2005 - 2010 Capital Budget History  
\$19,042,752 Other



2010 - 2015 Capital Budget Six-Year Plan  
\$9,769,613 Other



## 2010 CAPITAL BUDGET OTHER

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.

The Pacific Avenue Transit Signal Priority project is very similar work along the Pacific Avenue corridor. This project will complete installation of the transit signal priority elements through an upgrade of the signal controllers, equipment and software along a 17-mile segment of the Pacific Avenue corridor from Downtown Tacoma to 224<sup>th</sup> Street. This corridor has some of the highest traffic volume locations in Pierce County. The primary objective of the project is the reduction of transit delay along the corridor through the deployment of new technology and equipment including signal controllers, video detection equipment and fiber for future upgrades that could include communications equipment, traffic counting stations to monitor traffic and speed, cameras to monitor the corridor and make adjustments to traffic as necessary, and security cameras at key locations.

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

## Budget Overview

The budget for the Other category for 2010 is \$6,106,770 and accounts for approximately fourteen percent of the total Capital Budget.

Ninety-six percent or \$5.8 million of the budget results from unspent funds carried over from the prior fiscal year. As a matter of policy, Pierce Transit budgets funds in the year in which the Agency anticipates entering a contract for service or acquisition. Four percent or \$216,459 is for new projects. The largest of which (\$101,764) is for support vehicles.



## **2010 CAPITAL BUDGET OTHER**

Expansion projects account for seventy-seven percent or \$4.6 million, primarily for the Downtown Tacoma and Pacific Avenue Transit Signal Priority projects. The remaining twenty-three percent or \$1.4 million is for projects in the replacement category which are primarily maintenance and shop equipment, and support vehicles.

### **Major Changes from 2009 Budget**

The 2010 Budget for the Other category is increased \$2.2 million or 57% primarily due to the addition of the Pacific Avenue Transit Signal Priority project at \$1.8 million. In addition, carryover projects have been increased incrementally to account for inflation.

### **Sources of Funding**

The majority of funding, \$4.5 million or 75%, in the Other category for 2010 includes \$2,555,802 from the Federal Transit Administration for the Downtown Tacoma Transit Signal Priority project and \$1,803,650 from a Regional Mobility grant from the Washington State Department of Transportation for the Pacific Avenue Transit Signal Priority project. The remaining funding, \$1.5 million or 25%, will come from local capital reserves.

### **Operating Budget Impact**

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



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**2010 PROJECT INFORMATION  
OTHER**

									<u>2010 Project Budget</u>			<u>2010 Project Funding</u>		
Budget Line #	<u>1</u>	<u>2</u>	<u>3</u>	Project Title/Description	Project Number	Total Project Budget	Prior Years Expenditures	2009 YE Estimated Expenditures	2009 Carryover Amount	New 2010 Amount	Total 2010 Annual Budget	Local	Grant	Grant Description
				Commerce Tunnel Exhaust										
				Replace the exhaust system in the										
66	R	O	A	Commerce Street tunnel.	332	33,150	-	-	-	33,150	33,150	33,150	-	n/a
TOTAL						\$ 6,408,676	\$ 299,316	\$ 2,591	\$ 5,890,311	\$ 216,459	\$ 6,106,770	\$ 1,556,062	\$ 4,550,708	

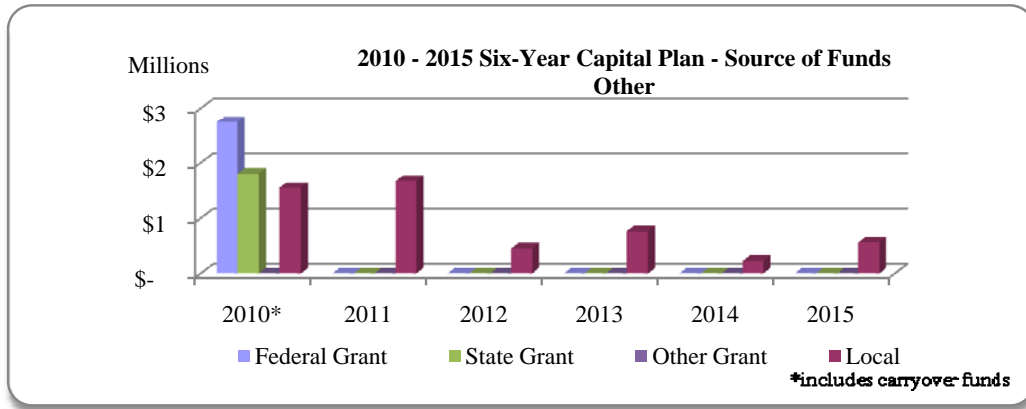
- 1 Column 1 identifies Project Class: R=Replacement E=Expansion  
2 Column 2 identifies Project Category: R=Revenue Vehicles B=Base Facilities P=Passenger Facilities T=Technology O=Other  
3 Column 3 identifies Project Type: A=Acquisition P=Planning C=Construction



**2010 - 2015 SIX-YEAR CAPITAL PLAN - SOURCE OF FUNDS  
OTHER**

Plan ID #	SOURCE OF FUNDS	2010*	2011	2012	2013	2014	2015	Total
<b><u>Federal</u></b>								
	Federal Transit Administration							
90028,90029,	Section 5307 Formula - Earned Share	\$ 191,256	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 191,256
90131	Section 5307 Competitive	-	-	-	-	-	-	-
90134	Flex Funds - Regional	2,555,802	-	-	-	-	-	2,555,802
	Flex Funds - Countywide	-	-	-	-	-	-	-
	Earmark	-	-	-	-	-	-	-
	Total Federal Funds	2,747,058	-	-	-	-	-	2,747,058
<b><u>State</u></b>								
	Washington State Dept. of Transportation							
90080	Regional Mobility	1,803,650	-	-	-	-	-	1,803,650
	Total State Funds	1,803,650	-	-	-	-	-	1,803,650
<b><u>Other</u></b>								
	Sound Transit	-	-	-	-	-	-	-
	Total Other Funds	-	-	-	-	-	-	-
<b><u>Local</u></b>								
	Pierce Transit Capital Reserves	1,556,062	1,675,970	445,531	765,107	223,928	552,308	5,218,906
	Bonds	-	-	-	-	-	-	-
	Total Local Funds	1,556,062	1,675,970	445,531	765,107	223,928	552,308	5,218,906
<b>Total All Funds</b>		<b>\$ 6,106,770</b>	<b>\$ 1,675,970</b>	<b>\$ 445,531</b>	<b>\$ 765,107</b>	<b>\$ 223,928</b>	<b>\$ 552,308</b>	<b>\$ 9,769,614</b>

\*includes carryover funds



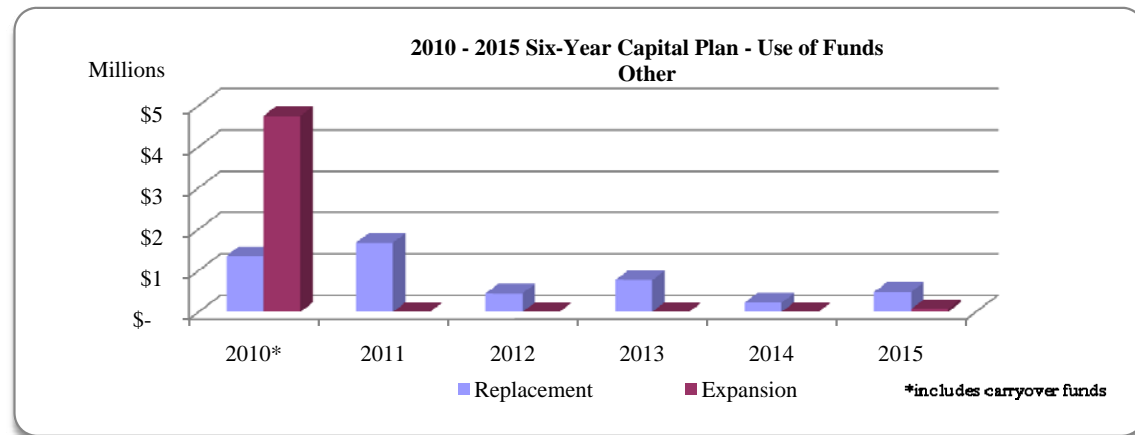


**2010 - 2015 SIX-YEAR CAPITAL PLAN - USE OF FUNDS  
OTHER**

**Plan**

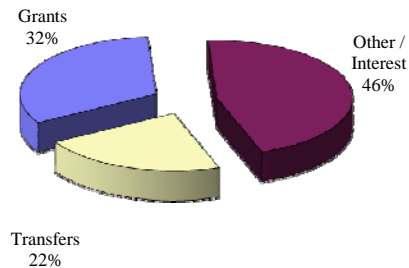
<b>ID #</b>	<b>USE OF FUNDS BY PROJECT</b>	<b>2010*</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total</b>
<b><u>Replacement</u></b>								
90146	Garbage Compactor Upgrade	32,436	-	-	-	-	-	32,436
90087	Uniform Security Vehicles	101,764	-	-	-	-	-	101,764
90085	TDS TOA System Upgrade	-	256,250	-	-	-	-	256,250
90086	Refrigerant Recovery Machine	-	6,150	-	-	-	-	6,150
90034	Support Vehicle Fleet Replacement	938,528	1,274,248	235,424	525,541	146,466	119,335	3,239,542
90102	Commerce Tunnel Exhaust Fans	33,150	-	-	-	-	-	33,150
90075	Copier Replacement	-	123,000	113,850	78,000	52,000	-	366,850
90028	Bus Shop Equipment	71,549	-	77,973	145,658	25,462	335,144	655,786
90029	Auto Shop Diagnostic Equipment	48,932	16,322	18,283	15,908	-	-	99,445
90114	Brake Lathe	-	-	-	-	-	20,800	20,800
90115	Gas Analyzer	-	-	-	-	-	8,320	8,320
90129	Rotating Electric Tester	60,547	-	-	-	-	-	60,547
90131	Wheel Alignment Equipment	56,222	-	-	-	-	-	56,222
90132	Auto Shop Wheel Balancer	11,807	-	-	-	-	-	11,807
Subtotal Replacement		1,354,935	1,675,970	445,530	765,107	223,928	483,599	4,949,069
<b><u>Expansion</u></b>								
90116	Transmission Dynamometer Upgrade	66,066	-	-	-	-	68,709	134,775
90134	Downtown Tacoma TSP II	2,763,333	-	-	-	-	-	2,763,333
90080	RM Pacific Avenue TSP	1,839,723	-	-	-	-	-	1,839,723
90141	Public Safety Vehicles 2009	82,712	-	-	-	-	-	82,712
Subtotal Expansion		4,751,834	-	-	-	-	68,709	4,820,543
<b>Total Use of Funds</b>		<b>\$ 6,106,769</b>	<b>\$ 1,675,970</b>	<b>\$ 445,530</b>	<b>\$ 765,107</b>	<b>\$ 223,928</b>	<b>\$ 552,308</b>	<b>\$ 9,769,612</b>

\*includes carryover funds

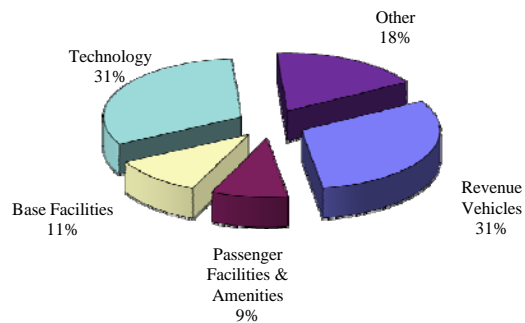




## Capital Revenues & Transfers



## Capital Expenditures



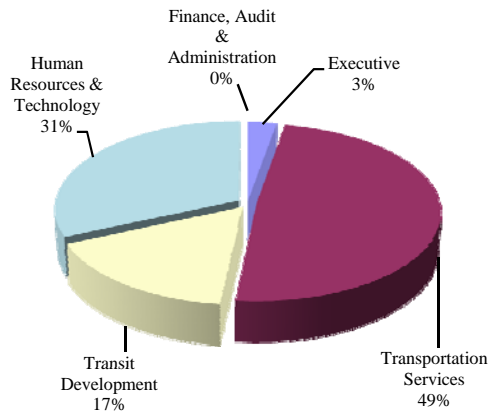
## 2010 BUDGET CAPITAL SUMMARY

	2008 YEAR-END ACTUALS	2009 AMENDED BUDGET	2009 YEAR-END ESTIMATE	2010 BUDGET	% CHANGE 2010 BUDGET TO 2009 BUDGET
<b>CAPITAL REVENUES</b>					
<b>REVENUES</b>					
Grants	\$3,544,210	\$15,899,243	\$1,990,000	\$7,142,456	-55.1%
Other Capital Revenue / Interest	6,498,807	3,764,991	311,521	10,092,723	168.1%
<b>REVENUE</b>	<b>10,043,018</b>	<b>19,664,234</b>	<b>2,301,521</b>	<b>17,235,179</b>	<b>-12.4%</b>
<b>TRANSFERS</b>					
Capital Reserve	-	2,500,000	2,500,000	4,874,800	95.0%
<b>TRANSFERS</b>	<b>-</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>4,874,800</b>	
<b>CAPITAL REVENUES</b>	<b>10,043,018</b>	<b>22,164,234</b>	<b>4,801,521</b>	<b>22,109,979</b>	<b>-0.2%</b>
<b>BEGINNING BALANCE</b>					
Capital Reserve	48,865,697	38,081,098	35,314,759	29,516,570	-22.5%
<b>TOTAL CAPITAL REVENUES AND BEGINNING BALANCE</b>	<b>\$58,908,715</b>	<b>\$60,245,332</b>	<b>\$40,116,280</b>	<b>\$51,626,549</b>	<b>-14.3%</b>
<b>CAPITAL EXPENDITURES</b>					
<b>CAPITAL ACQUISITION</b>					
Revenue Vehicles	\$6,512,064	\$12,514,980	\$497,298	\$13,393,539	7.0%
Passenger Facilities & Amenities	399,320	2,751,771	1,910	3,869,399	40.6%
Base Facilities	2,108,881	4,369,950	387,088	4,658,516	6.6%
Technology	14,229,454	19,895,962	9,710,823	13,697,154	-31.2%
Other	344,239	7,513,796	2,591	7,709,266	2.6%
<b>CAPITAL EXPENDITURES</b>	<b>23,593,958</b>	<b>47,046,459</b>	<b>10,599,710</b>	<b>43,327,874</b>	<b>-7.9%</b>
<b>ENDING BALANCE</b>					
Capital Reserve	35,314,757	13,198,873	29,516,570	8,298,675	-37.1%
<b>TOTAL CAPITAL EXPENDITURES AND ENDING BALANCE</b>	<b>\$58,908,715</b>	<b>\$60,245,332</b>	<b>\$40,116,280</b>	<b>\$51,626,549</b>	<b>-14.3%</b>



## 2010 CAPITAL BUDGET SUMMARY BY DEPARTMENT

2010 Total Capital Budget



Department	2010 Capital Budget			2010 Funding	
	2009 Carryover Amount	2010 New	2010 Total Budget	Local	Grant
Executive	\$ 784,766	\$ 425,335	\$ 1,210,101	\$ 522,327	\$ 687,774
Transportation Services	18,373,491	2,829,506	21,202,998	12,111,047	9,091,951
Transit Development	7,072,171	145,443	7,217,614	4,804,208	2,413,407
Human Resources & Technology	10,903,714	2,793,440	13,697,154	11,895,577	1,801,577
Finance, Audit & Administration	-	-	-	-	-
Agency Total	\$ 37,134,143	\$ 6,193,725	\$ 43,327,867	\$ 29,333,159	\$ 13,994,709

Department	Total			Project Grand Total
	Prior Years Expenditures	2009 YE Estimate	2010 Total Budget	
Executive	\$ 9,792	\$ 96,495	\$ 1,210,101	\$ 1,316,388
Transportation Services	299,316	2,591	21,202,998	21,504,905
Transit Development	5,568,810	28,902	7,217,614	12,815,326
Human Resources & Technology	26,145,218	8,992,248	13,697,154	48,834,620
Finance, Audit & Administration	-	-	-	-
Agency Total	\$ 32,023,136	\$ 9,120,236	\$ 43,327,867	\$ 84,471,239



2010 CAPITAL BUDGET BY PROJECT NUMBER - 90 FUND

Line #	Project Title	Department	Project Number	Total Project Budget	Prior Years Expenditures	2009 YE Estimated Expenditures	2010 Project Budget			2010 Project Funding	
							2009 Carryover Amount	New 2010 Amount	Total 2010 Annual Budget	Local	Grant
1	Parkland Transit Center	Transit Development	170	\$ 963,550	\$ 172,959	\$ -	\$ 775,089	\$ 15,502	\$ 790,591	\$ 237,627	\$ 552,964
2	Peninsula Park & Ride Phase I	Transit Development	171	5,652,442	4,116,073	(70,192)	1,575,060	31,501	1,606,561	1,606,561	-
3	121st Street Improvements	Transit Development	176	134,533	30,846	-	101,654	2,033	103,687	103,687	-
4	Mobile Communications System	HR & Technology	193	37,779,583	22,331,479	8,700,000	6,615,788	132,316	6,748,104	6,748,104	-
5	SHUTTLE Software Replacement	HR & Technology	194	1,123,113	906,114	-	212,744	4,255	216,999	216,999	-
6	Regional Fare Integration (Smart Card)	HR & Technology	197	4,747,833	2,668,142	120,000	1,921,266	38,425	1,959,691	158,114	1,801,577
7	Enterprise Content Management (ECM)	HR & Technology	199	279,942	213,483	2,680	62,528	1,251	63,779	63,779	-
8	Digital Camera System for Buses	HR & Technology	200	3,519,000	-	-	1,185,122	2,333,878	3,519,000	3,519,000	-
9	96th Street Frontage & Gate	Transit Development	219	798,852	729,887	-	67,613	1,352	68,965	29,299	39,666
10	Hastei Sign-Out Upgrade	HR & Technology	231	26,000	26,000	-	-	-	-	-	-
11	Underground Bus Shop Hoists	Transit Development	233	1,035,493	398,166	6,495	614,541	16,291	630,832	381,130	249,702
12	Rotating Electric Tester	Transportation Services	237	60,547	-	-	59,360	1,187	60,547	60,547	-
13	Peninsula Park & Ride Phase II	Transit Development	249	174,746	104,237	44,557	25,443	509	25,952	25,952	-
14	Physical Security Enhanc.-CCTV	Executive	260	1,316,388	9,792	96,495	784,766	425,335	1,210,101	522,327	687,774
15	Wheel Alignment Equipment	Transportation Services	269	56,222	-	-	55,120	1,102	56,222	11,244	44,978
16	Transmission Dynamometer Upgrade	Transportation Services	270	66,066	-	-	126,776	(60,710)	66,066	13,213	52,853
17	Shuttle Vehicle Replacement 2008	Transportation Services	272	2,301,414	-	-	2,256,288	45,126	2,301,414	2,301,414	-
18	BusPLUS Vehicle Replacement 2008	Transportation Services	273	460,768	-	-	451,733	9,035	460,768	460,768	-
19	Auto Shop Wheel Balancer	Transportation Services	274	11,807	-	-	11,575	232	11,807	11,807	-
20	Support Vehicle Replacement 2008	Transportation Services	275	621,192	299,118	2,591	313,219	6,264	319,483	319,483	-
21	Tacoma Comm. College Transit Ctr. Study	Transit Development	280	84,334	-	-	82,680	1,654	84,334	84,334	-
22	Downtown Tacoma TSP II	Transportation Services	284	2,763,531	198	-	2,709,150	54,183	2,763,333	207,531	2,555,802
23	Base Master Plan	Transit Development	287	352,862	16,642	27,082	303,076	6,062	309,138	309,138	-
24	Data Storage Update	HR & Technology	288	233,647	-	-	229,066	4,581	233,647	233,647	-
25	Server Replacement	HR & Technology	289	75,384	-	15,008	59,192	1,184	60,376	60,376	-
26	LAN Equipment Replacement	HR & Technology	290	16,218	-	-	15,900	318	16,218	16,218	-
27	Blade Server Enclosure	HR & Technology	291	50,276	-	-	49,290	986	50,276	50,276	-
28	Storage Area Network Update	HR & Technology	292	265,855	-	-	260,642	5,213	265,855	265,855	-
29	Bus Shop Equipment	Transportation Services	293	71,548	-	-	62,457	9,091	71,549	14,310	57,239
30	Auto Shop Diagnostic Equipment 2009	Transportation Services	294	48,932	-	-	29,206	19,726	48,932	12,746	36,186
31	Vanpool Replacement 2009	Transportation Services	295	1,710,545	-	-	1,677,005	33,540	1,710,545	338,159	1,372,386
32	Shuttle Replacement 2009	Transportation Services	296	2,287,033	-	-	2,242,189	44,844	2,287,033	2,287,033	-
33	BusPLUS Replacement 2009	Transportation Services	297	497,521	-	-	487,765	9,755	497,521	497,521	-
34	Support Vehicle Replacement 2009	Transportation Services	298	619,045	-	-	606,907	12,138	619,045	619,045	-
35	Public Safety Vehicles 2009	Transportation Services	299	82,712	-	-	81,090	1,622	82,712	82,712	-
36	Base Light Retrofit	Transit Development	300	64,872	-	-	63,600	1,272	64,872	64,872	-
37	CNG Emergency Generator	Transit Development	302	540,597	-	128	529,872	10,597	540,469	540,469	-
38	Building 4 Mammoth HVAC Replacement	Transit Development	303	297,330	-	-	291,500	5,830	297,330	297,330	-
39	CNG Compressor Replacement	Transit Development	304	1,080,783	-	20,832	1,039,168	20,783	1,059,951	1,059,951	-
40	Garbage Compactor Upgrade	Transit Development	305	32,436	-	-	31,800	636	32,436	32,436	-
41	High Line HR/Payroll System Upgrade	HR & Technology	306	175,958	-	142,560	32,743	655	33,398	33,398	-
42	High Line HR/Payroll System Enhancement	HR & Technology	307	276,622	-	12,000	259,433	5,189	264,622	264,622	-
43	ARRA CNG Compressor/Equipment	Transit Development	309	1,602,497	-	-	1,571,075	31,422	1,602,497	31,422	1,571,075
44	ARRA Bus Replacement	Transportation Services	310	5,508,000	-	-	5,400,000	108,000	5,508,000	108,000	5,400,000
45	RM Pacific Avenue TSP	Transportation Services	311	1,839,723	-	-	1,803,650	36,073	1,839,723	36,073	1,803,650
46	Farebox Component Refurbishment	Transportation Services	312	35,700	-	-	-	35,700	35,700	35,700	-
47	TDS ADA Compliance	Transportation Services	313	455,279	-	-	-	455,279	455,279	455,279	-
48	Methane Detection System	Transportation Services	314	229,500	-	-	-	229,500	229,500	229,500	-
49	TDS Mid-Life Maintenance	Transportation Services	315	595,935	-	-	-	595,935	595,935	295,935	300,000



**2010 CAPITAL BUDGET BY PROJECT NUMBER - 90 FUND**

<u>Line #</u>	<u>Project Title</u>	<u>Department</u>	<u>Project Number</u>	<u>Total Project Budget</u>	<u>Prior Years Expenditures</u>	<u>2009 YE Estimated Expenditures</u>	<u>2010 Project Budget</u>			<u>2010 Project Funding</u>	
							<u>2009 Carryover Amount</u>	<u>New 2010 Amount</u>	<u>Total 2010 Annual Budget</u>	<u>Local</u>	<u>Grant</u>
50	Vanpool Replacement 2010	Transportation Services	316	628,259	-	-	-	628,259	<b>628,259</b>	140,306	487,953
51	Uniform Security Vehicles	Transportation Services	317	101,764	-	-	-	101,764	<b>101,764</b>	101,764	-
52	Urea Dispensing Equipment (Exhaust Treatment)	Transportation Services	318	16,830	-	-	-	16,830	<b>16,830</b>	16,830	-
53	Building 1 Central Compressed Air System Compressors	Transportation Services	319	56,100	-	-	-	56,100	<b>56,100</b>	56,100	-
54	Facility Condition Assessment - Base (Bldg. 4 & 5)	Transportation Services	320	33,660	-	-	-	33,660	<b>33,660</b>	33,660	-
55	Facility Condition Assessment - Maintenance (Bldg. 1,2,3)	Transportation Services	321	33,660	-	-	-	33,660	<b>33,660</b>	33,660	-
56	Facility Condition Assessment - TDS & Commerce	Transportation Services	322	33,660	-	-	-	33,660	<b>33,660</b>	33,660	-
57	Lakewood Mall TC Refurbishment	Transportation Services	323	40,800	-	-	-	40,800	<b>40,800</b>	40,800	-
58	Point Defiance Restroom Refurbishment	Transportation Services	324	30,090	-	-	-	30,090	<b>30,090</b>	30,090	-
59	Fuel Island Vacuum Bellows	Transportation Services	325	40,800	-	-	-	40,800	<b>40,800</b>	40,800	-
60	Purdy P&R Lot Seal and Stripe	Transportation Services	326	30,600	-	-	-	30,600	<b>30,600</b>	30,600	-
61	Building 1 Employee Lot Gate Controllers	Transportation Services	327	15,300	-	-	-	15,300	<b>15,300</b>	15,300	-
62	Building 4 Lot Gate Controllers	Transportation Services	328	15,300	-	-	-	15,300	<b>15,300</b>	15,300	-
63	SR512 P&R Lot Joint Sealant	Transportation Services	329	48,068	-	-	-	48,068	<b>48,068</b>	48,068	-
64	Bonney Lake P&R Joint Sealant	Transportation Services	330	11,093	-	-	-	11,093	<b>11,093</b>	11,093	-
65	Commerce Turnaround Fire Panel	Transportation Services	331	12,750	-	-	-	12,750	<b>12,750</b>	12,750	-
66	Commerce Tunnel Exhaust Fans	Transportation Services	332	33,150	-	-	-	33,150	<b>33,150</b>	33,150	-
67	LAN Equipment Replacement 2010	HR & Technology	333	130,183	-	-	-	130,183	<b>130,183</b>	130,183	-
68	Server Replacement 2010	HR & Technology	334	38,250	-	-	-	38,250	<b>38,250</b>	38,250	-
69	Data Storage Update 2010	HR & Technology	335	96,757	-	-	-	96,757	<b>96,757</b>	96,757	-
<b>Grand Total</b>				<b>\$ 84,471,239</b>	<b>\$ 32,023,136</b>	<b>\$ 9,120,236</b>	<b>\$ 37,134,143</b>	<b>\$ 6,193,725</b>	<b>\$ 43,327,867</b>	<b>\$ 26,314,063</b>	<b>\$ 17,013,805</b>





**2010 – 2015 SIX-YEAR CAPITAL PLAN  
OPERATING BUDGET IMPACTS SUMMARY**

**In brief:**

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

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

Savings associated with capital projects have been recognized.

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

The 2010 Capital Budget estimated 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. Impacts in subsequent years will be recognized in the appropriate year and incorporated in the Six-Year Financial Plan.

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

**2010 - 2015 SIX-YEAR CAPITAL PLAN  
OPERATING BUDGET IMPACTS SUMMARY**

Budget Line No.	Category	Project	Description of Cost or Savings	Total Cost	Year
n/a	<b>Revenue Vehicles</b>	none	none estimated	\$ -	2010-2015
n/a	<b>Passenger Facilities</b>	none	none estimated	-	2010-2015
n/a	<b>Base Facilities</b>	none	none estimated	-	2010-2015
4	<b>Technology</b>	Mobile Communications	1 FTE - Communications Systems Technician	527,184	2010-2015
4		Mobile Communications	1 FTE - Project Assistant	422,172	2010-2015
6		Regional Fare Integration	1 FTE - Customer Service Representative I	220,140	2010-2015
n/a	<b>Other</b>	none	none estimated	-	2010-2015
<b>TOTAL</b>				<b>\$ 1,169,496</b>	2010-2015

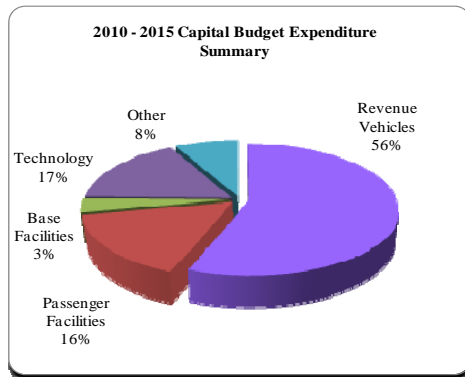
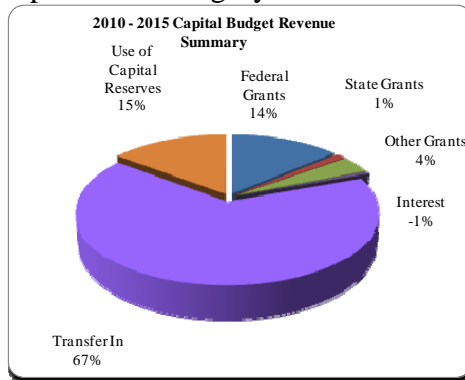


## 2010 - 2015 SIX-YEAR CAPITAL PLAN CAPITAL BUDGET SUMMARY

### In brief:

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

The 2010 - 2015 Capital Budget Summary by revenue and expenditure category follows.



### Summary

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

Revenues	2010*	2011	2012	2013	2014	2015	Total
Federal Grants	\$ 12,980,115	\$ 1,765,202	\$ 4,105,347	\$ 1,000,000	\$ -	\$ -	\$ 19,850,664
State Grants	1,803,650	-	-	-	-	-	1,803,650
Other Grants	2,230,040	-	3,494,298	-	-	-	5,724,338
Interest	221,374	82,987	124,918	(494,069)	(369,320)	(331,234)	(765,344)
Transfer In	4,874,800	7,100,000	13,000,000	15,000,000	20,000,000	35,610,668	95,585,468
Use of Capital Reserves	21,217,888	(29,207)	33,031,354	(9,930,650)	(3,731,698)	(19,339,752)	21,217,935
<b>Total Revenue</b>	<b>\$ 43,327,867</b>	<b>\$ 8,918,982</b>	<b>\$ 53,755,917</b>	<b>\$ 5,575,281</b>	<b>\$ 15,898,982</b>	<b>\$ 15,939,682</b>	<b>\$ 143,416,711</b>

Expenditures	2010*	2011	2012	2013	2014	2015	Total
Revenue Vehicles	\$ 13,393,539	\$ 6,142,502	\$ 29,306,914	\$ 3,791,271	\$ 14,230,285	\$ 13,474,148	\$ 80,338,659
Passenger Facilities	3,869,399	362,921	15,660,240	611,323	758,561	1,690,466	22,952,910
Base Facilities	4,658,509	40,826	-	-	-	-	4,699,335
Technology	13,697,154	696,763	8,343,232	407,580	686,208	222,761	24,053,698
Other	7,709,266	1,675,970	445,531	765,107	223,928	552,308	11,372,110
<b>Total Expenditures</b>	<b>\$ 43,327,867</b>	<b>\$ 8,918,982</b>	<b>\$ 53,755,917</b>	<b>\$ 5,575,281</b>	<b>\$ 15,898,982</b>	<b>\$ 15,939,683</b>	<b>\$ 143,416,712</b>

\*includes carryover funds



# 2010 - 2015 SIX-YEAR CAPITAL PLAN

LINE PLAN					Cost	Project										
#	ID#	1	2	3	Project Title	Department	Center	Number	2010 new*	2011	2012	2013	2014	2015	Total	
1	90080	E	O	A	RM Pacific Avenue TSP	Transportation Services	451000	311	\$ 36,073	\$ -	\$ -	\$ -	\$ -	\$ -	36,073	
2	90081	R	B	A	Farebox Component Refurbishment	HR & Technology	652000	312	35,700	-	-	-	-	-	35,700	
3	90082	R	P	C	TDS ADA Compliance	Transportation Services	653000	313	455,279	-	-	-	-	-	455,279	
4	90083	R	B	C	Methane Detection System	Transportation Services	653000	314	229,500	-	-	-	-	-	229,500	
5	90084	R	P	C	TDS Mid-Life Maintenance	Transportation Services	653000	315	595,935	-	-	-	-	-	595,935	
6	90085	R	O	A	TDS TOA System Upgrade	Executive	645000	tba	-	256,250	-	-	-	-	256,250	
7	90086	R	O	A	Refrigerant Recovery Machine	Transportation Services	651000	tba	-	6,150	-	-	-	-	6,150	
8	90027	R	R	A	Bus Fleet Replacement	Transportation Services	652000	310/tba	108,000	3,936,000	21,838,193	-	10,812,514	9,638,572	46,333,279	
9	90031	R	R	A	Shuttle Vehicle Replacement	Transportation Services	651000	272/296/tba	89,970	2,206,502	3,631,973	1,528,800	436,800	1,820,000	9,714,046	
10	90030	R	R	A	Vanpool Fleet Replacement	Transportation Services	651000	295/316	661,799	-	3,311,662	1,713,745	2,404,267	1,410,605	9,502,079	
11	90034	R	O	A	Support Vehicle Fleet Replacement	Transportation Services	651000	275/298/tba	18,402	1,274,248	235,424	525,541	146,466	119,335	2,319,416	
12	90032	R	R	A	BusPLUS Fleet Replacement	Transportation Services	651000	273/297/tba	18,790	-	525,086	548,726	576,704	604,971	2,274,277	
13	90087	R	O	A	Uniform Security Vehicles	Transportation Services	651000	317	101,764	-	-	-	-	-	101,764	
14	90088	E	B	C	Urea Dispensing Equipment (Exhaust Treatment)	Transportation Services	653000	318	16,830	-	-	-	-	-	16,830	
15	90089	R	B	C	Building 1 Central Compressed Air System Compressors	Transportation Services	653000	319	56,100	-	-	-	-	-	56,100	
16	90090	E	B	P	Facility Condition Assessment - Base (Bldg 4 & 5)	Transportation Services	653000	320	33,660	-	-	-	-	-	33,660	
17	90091	E	B	P	Facility Condition Assessment - Maintenance (Bldg 1,2,3)	Transportation Services	653000	321	33,660	-	-	-	-	-	33,660	
18	90092	E	P	P	Facility Condition Assessment - TDS & Commerce	Transportation Services	653000	322	33,660	-	-	-	-	-	33,660	
19	90093	R	P	C	Lakewood Mall TC Refurbishment	Transportation Services	653000	323	40,800	-	-	-	-	-	40,800	
20	90094	R	P	C	Point Defiance Restroom Refurbishment	Transportation Services	653000	324	30,090	-	-	-	-	-	30,090	
21	90095	R	B	C	Fuel Island Vacuum Bellows	Transportation Services	653000	325	40,800	-	-	-	-	-	40,800	
22	90096	R	P	C	Purdy P&R Lot Seal and Stripe	Transportation Services	653000	326	30,600	-	-	-	-	-	30,600	
23	90097	R	B	C	Building 1 Employee Lot Gate Controllers	Transportation Services	653000	327	15,300	-	-	-	-	-	15,300	
24	90098	R	B	C	Building 4 Lot Gate Controllers	Transportation Services	653000	328	15,300	-	-	-	-	-	15,300	
25	90099	R	P	C	SR512 P&R Lot Joint Sealant	Transportation Services	653000	329	48,068	-	-	-	-	-	48,068	
26	90100	R	P	C	Bonney Lake P&R Joint Sealant	Transportation Services	653000	330	11,093	-	-	-	-	-	11,093	
27	90101	R	P	C	Commerce Turnaround Fire Panel	Transportation Services	653000	331	12,750	-	-	-	-	-	12,750	
28	90102	R	O	C	Commerce Tunnel Exhaust Fans	Transportation Services	653000	332	33,150	-	-	-	-	-	33,150	
29	90103	R	P	C	Lakewood Mall TC Restroom Roofs	Transportation Services	653000	tba	-	19,219	-	-	-	-	19,219	
30	90104	R	B	C	Bus Lot Joint Sealant	Transportation Services	653000	tba	-	221,727	-	-	-	-	221,727	
31	90105	R	B	C	Bus Lot Concrete Repairs	Transportation Services	653000	tba	-	76,875	-	-	-	-	76,875	
32	90106	R	B	C	Building 1 Hot Water Heaters	Transportation Services	653000	tba	-	10,250	-	-	-	-	10,250	
33	90107	R	P	C	72nd Street TC Joint Sealant	Transportation Services	653000	tba	-	21,607	-	-	-	-	21,607	
34	90108	R	B	C	Underground Storage Tank Monitoring System	Transportation Services	653000	tba	-	43,819	-	-	-	-	43,819	
35	90109	R	B	C	Mammoth System HVAC Controls	Transportation Services	653000	tba	-	10,250	-	-	-	-	10,250	
36	90110	R	B	C	Facilities Maintenance	Transportation Services	653000	tba	-	-	969,445	542,712	689,950	1,621,855	3,823,961	
37	90009	R	T	A	LAN Equipment Replacement	HR & Technology	262000	333	130,183	65,363	62,797	53,513	81,714	38,161	431,730	
38	90013	R	T	A	Server Replacement	HR & Technology	262000	334	38,250	49,584	110,445	33,758	37,960	51,480	321,478	
39	90004	R	T	A	Data Storage Update	HR & Technology	262000	335	96,757	117,670	98,553	16,224	233,734	96,720	659,658	
40	90075	R	O	A	Copier Replacement	Finance, Audit & Administration	231000	tba	-	123,000	113,850	78,000	52,000	-	366,850	
41	90010	R	T	A	Marketing Printer & Plotter	HR & Technology	262000	tba	-	68,624	-	-	-	-	68,624	
42	90008	R	T	A	Hastus Update	HR & Technology	262000	tba	-	328,000	-	-	332,800	-	660,800	
43	90006	R	T	A	GIS Update	HR & Technology	262000	tba	-	36,772	-	-	-	36,400	73,172	
44	90002	R	T	A	Agency Plotter Replacement	HR & Technology	262000	tba	-	30,750	-	-	-	-	30,750	
45	90001	E	B	A	Physical Security Enhanc.-CCTV	HR & Technology	263000	260	425,335	-	-	-	-	-	425,335	
46	90003	E	T	A	Blade Server Enclosure	HR & Technology	262000	tba	-	-	48,128	48,360	-	-	96,488	
47	90015	R	T	A	Storage Area Network Update	HR & Technology	262000	tba	-	-	-	255,725	-	-	255,725	
48	90018	R	T	A	Vinyl Cutter Replacement	HR & Technology	262000	tba	-	-	6,210	-	-	-	6,210	
49	90019	E	T	A	Telephone System Upgrade	HR & Technology	265000	tba	-	-	238,320	-	-	-	238,320	
50	90072	R	T	A	Fare Box Replacement	HR & Technology	263000	tba	-	-	6,528,330	-	-	-	6,528,330	
51	90111	R	T	A	Fleet & Facilities Maintenance System (Spear)	HR & Technology	263000	tba	-	-	435,388	-	-	-	435,388	
52	90112	R	T	A	TDS CCTV System Upgrade	HR & Technology	263000	tba	-	-	815,063	-	-	-	815,063	
53	90113	E	T	A	Digital Camera System for Buses	HR & Technology	263000	200	2,333,878	-	-	-	-	-	2,333,878	
54	90028	R	O	A	Bus Shop Equipment	Transportation Services	652000	293/tba	9,091	-	77,973	145,658	25,462	335,144	593,329	
55	90029	R	O	A	Auto Shop Diagnostic Equipment	Transportation Services	651000	294/tba	19,726	16,322	18,283	15,908	-	-	70,240	
56	90114	R	O	A	Brake Lathe	Transportation Services	651000	tba	-	-	-	-	-	20,800	20,800	
57	90115	R	O	A	Gas Analyzer	Transportation Services	651000	tba	-	-	-	-	-	8,320	8,320	
58	90116	E	O	A	Transmission Dynamometer Upgrade	Transportation Services	652000	tba	-	-	-	-	-	68,709	68,709	



# 2010 - 2015 SIX-YEAR CAPITAL PLAN

LINE PLAN							Cost	Project							
#	ID#	1	2	3	Project Title	Department	Center	Number	2010 new*	2011	2012	2013	2014	2015	Total
59	90037	E	B	C	100th Street Driveway, Gate & Frontage	Transit Development	411000	tba	-	-	690,795	-	-	-	690,795
60	90117	E	B	A	1% Security Projects (req. for FTA 5307)	Executive	645000	tba	-	-	-	68,611	68,611	68,611	205,833
61	90118	E	B	C	Building 4 Expansion	Transit Development	411000	167	-	-	7,000,000	-	-	-	7,000,000
62	90119	E	B	C	Base Expansion	Transit Development	411000	tba	-	-	7,000,000	-	-	-	7,000,000
63	90120	E	P	C	Parkland Transit Center	Transit Development	411000	170	15,502	-	-	-	-	-	15,502
64	90121	E	P	C	Peninsula Park & Ride Phase I	Transit Development	411000	171	31,501	-	-	-	-	-	31,501
65	90122	E	P	C	121st Street Improvements	Transit Development	411000	176	2,033	-	-	-	-	-	2,033
66	90123	E	T	A	Mobile Communications System	HR & Technology	263000	193	132,316	-	-	-	-	-	132,316
67	90124	R	T	A	SHUTTLE Software Replacement	HR & Technology	262000	194	4,255	-	-	-	-	-	4,255
68	90125	E	T	A	Regional Fare Integration (Smart Card)	HR & Technology	263000	197	38,425	-	-	-	-	-	38,425
69	90126	E	T	A	Enterprise Content Management (ECM)	HR & Technology	263000	199	1,251	-	-	-	-	-	1,251
70	90127	E	B	C	96th Street Frontage & Gate	Transit Development	411000	219	1,352	-	-	-	-	-	1,352
71	90128	R	B	A	Underground Bus Shop Hoists	Transportation Services	653000	233	16,291	-	-	-	-	-	16,291
72	90129	R	O	A	Rotating Electric Tester	Transportation Services	652000	237	1,187	-	-	-	-	-	1,187
73	90130	E	P	C	Peninsula Park & Ride Phase II	Transit Development	411000	249	509	-	-	-	-	-	509
74	90131	R	O	A	Wheel Alignment Equipment	Transportation Services	652000	269	1,102	-	-	-	-	-	1,102
75	90132	R	O	A	Auto Shop Wheel Balancer	Transportation Services	651000	274	232	-	-	-	-	-	232
76	90133	R	P	P	Tacoma Comm. College Transit Ctr. Study	Transit Development	411000	280	1,654	-	-	-	-	-	1,654
77	90134	E	O	A	Downtown Tacoma TSP II	Transportation Services	451000	284	54,183	-	-	-	-	-	54,183
78	90135	E	B	P	Base Master Plan	Transit Development	411000	287	6,062	-	-	-	-	-	6,062
79	90136	R	T	A	Data Storage Update	HR & Technology	262000	288	4,581	-	-	-	-	-	4,581
80	90137	R	T	A	Server Replacement	HR & Technology	262000	289	1,184	-	-	-	-	-	1,184
81	90138	R	T	A	LAN Equipment Replacement	HR & Technology	262000	290	318	-	-	-	-	-	318
82	90139	E	T	A	Blade Server Enclosure	HR & Technology	262000	291	986	-	-	-	-	-	986
83	90140	R	T	A	Storage Area Network Update	HR & Technology	262000	292	5,213	-	-	-	-	-	5,213
84	90141	E	O	A	Public Safety Vehicles 2009	Transportation Services	651000	299	1,622	-	-	-	-	-	1,622
85	90142	R	B	A	Base Light Retrofit	Transportation Services	653000	300	1,272	-	-	-	-	-	1,272
86	90143	R	B	A	CNG Emergency Generator	Transportation Services	653000	302	10,597	-	-	-	-	-	10,597
87	90144	R	B	A	Building 4 Mammoth HVAC Replacement	Transportation Services	653000	303	5,830	-	-	-	-	-	5,830
88	90145	R	B	A	CNG Compressor Replacement	Transportation Services	653000	304	20,783	-	-	-	-	-	20,783
89	90146	R	O	A	Garbage Compactor Upgrade	Transportation Services	653000	305	636	-	-	-	-	-	636
90	90147	R	T	A	High Line HR/Payroll System Upgrade	HR & Technology	263000	306	655	-	-	-	-	-	655
91	90148	E	T	A	High Line HR/Payroll System Enhancement	HR & Technology	263000	307	5,189	-	-	-	-	-	5,189
92	90149	R	B	A	ARRA CNG Compressor/Equipment	Transit Development	411000	309	31,422	-	-	-	-	-	31,422
TOTAL									\$ 6,254,432	\$ 8,918,982	\$ 53,755,917	\$ 5,575,281	\$ 15,898,981	\$ 15,939,683	\$ 106,343,277

\*Does not include 2009 Carryover Estimates.

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



Pierce Transit  
connects communities  
with safe, reliable,  
customer-friendly  
transit options.





## 2010 BUDGET INSURANCE BUDGET

### In brief:

Three categories of self-insurance -

Liability

Workers' Compensation

Unemployment Insurance

Reserve Requirement -

\$2,000,000

In 2010 -

A decrease of \$1,940,372 from the 2009 Amended Budget as a result of a transfer from the self-insurance fund for liability claims to the operating fund for liability insurance through the Washington State Transportation Insurance Pool.

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.

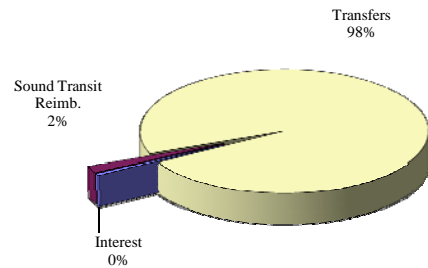
The reserve level is set to adequately protect the Agency from self-insurance risks. The risks associated with self-insurance and the adequacy of the reserve fund level is evaluated annually, with an appropriate contribution made to the insurance reserve to meet continued self-insurance requirements 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 \$15,102 in 2010.

General liability claims will no longer be self-insured as of 2010, but will be subject to first dollar (no deductible) coverage with the Washington State Transit Insurance Pool (WSTIP) up to \$12 million per occurrence or offense. This will result in a reduction in the self-insurance budget, and an increase in the WSTIP contribution (premium) of \$1.9 million reflected in the operating fund in 2010. In addition to the WSTIP coverage, 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. Workers' compensation claims will continue to be self-insured, and supplemented by a workers' compensation insurance policy in the amount of \$25 million per occurrence, in excess of the \$1.1 million self-insurance retention (deductible).

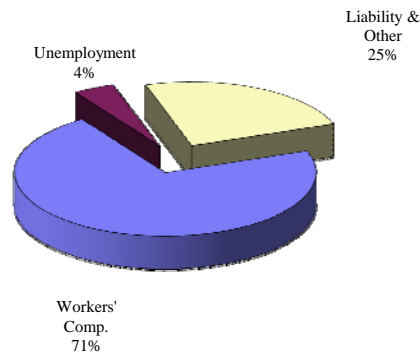
An Insurance Summary provides a comparison of the 2010 Budget with 2009 Budget. The insurance expenditures by account category are also included. Property and liability insurance costs are included in the Operating Budget.



## Insurance Revenues & Transfers



## Insurance Expenditures



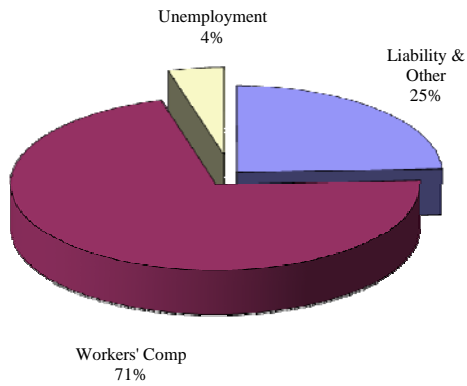
## 2010 BUDGET INSURANCE SUMMARY

	2008 YEAR-END ACTUALS	2009 AMENDED BUDGET	2009 YEAR-END ESTIMATE	2010 BUDGET	% CHANGE 2010 BUDGET TO 2009 BUDGET
<b>INSURANCE REVENUES</b>					
<b>REVENUES</b>					
Liability Insurance Interest	\$112,528	\$54,951	\$30,500	\$7,551	-86.3%
Workers' Comp. Interest	42,620	9,737	9,200	5,678	-41.7%
Unemployment Insurance Interest	17,565	3,884	2,000	1,873	-51.8%
Sound Transit Reimbursement Liability	187,916	450,000	581,476	51,500	-88.6%
Sound Transit Reimbursement Other	77,597	125,000	-	-	-100.0%
<b>REVENUES</b>	<b>438,226</b>	<b>643,572</b>	<b>623,176</b>	<b>66,602</b>	<b>-89.7%</b>
<b>TRANSFERS</b>					
Liability Insurance Transfer	190,000	(503,706)	(940,000)	618,361	-222.8%
Workers' Comp. Transfer	1,010,000	3,522,049	3,810,000	1,987,331	-43.6%
Unemployment Insurance Transfer	(480,000)	123,969	257,300	118,041	-4.8%
<b>TRANSFERS</b>	<b>720,000</b>	<b>3,142,312</b>	<b>3,127,300</b>	<b>2,723,733</b>	
<b>REVENUES AND TRANSFERS</b>	<b>1,158,226</b>	<b>3,785,884</b>	<b>3,750,476</b>	<b>2,790,335</b>	<b>-26.3%</b>
<b>BEGINNING BALANCES</b>					
Liability Insurance	3,645,673	2,750,742	3,226,212	1,006,538	-63.4%
Workers' Comp. Insurance	622,972	487,812	(462,209)	756,991	55.2%
Unemployment Insurance	755,163	190,061	243,458	250,086	31.6%
<b>BEGINNING BALANCES</b>	<b>5,023,808</b>	<b>3,428,615</b>	<b>3,007,461</b>	<b>2,013,615</b>	<b>-41.3%</b>
<b>TOTAL INSURANCE REVENUES AND BEGINNING BALANCES</b>	<b>\$6,182,034</b>	<b>\$7,214,499</b>	<b>\$6,757,937</b>	<b>\$4,803,950</b>	<b>-33.4%</b>
<b>INSURANCE EXPENDITURES</b>					
Liability and Other Insurance	\$1,287,379	\$1,891,650	\$1,891,650	\$683,950	-63.8%
Workers' Comp. Insurance	1,846,530	2,600,000	2,600,000	2,000,000	-23.1%
Unemployment Insurance	40,663	252,672	252,672	120,000	-52.5%
<b>INSURANCE EXPENDITURES</b>	<b>3,174,572</b>	<b>4,744,322</b>	<b>4,744,322</b>	<b>2,803,950</b>	<b>-40.9%</b>
<b>ENDING BALANCES</b>					
Liability Insurance	2,848,738	860,337	1,006,538	1,000,000	-0.6%
Workers' Comp. Insurance	(170,938)	1,419,598	756,991	750,000	-47.2%
Unemployment Insurance	329,662	190,242	250,086	250,000	31.4%
<b>ENDING BALANCES</b>	<b>3,007,462</b>	<b>2,470,177</b>	<b>2,013,615</b>	<b>2,000,000</b>	<b>-19.0%</b>
<b>TOTAL INSURANCE EXPENDITURES AND ENDING BALANCES</b>	<b>\$6,182,034</b>	<b>\$7,214,499</b>	<b>\$6,757,937</b>	<b>\$4,803,950</b>	<b>-33.4%</b>





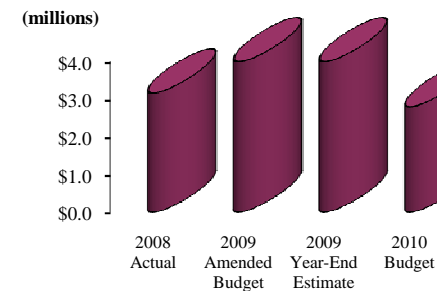
**Insurance Expenditure Comparison**



## 2010 BUDGET INSURANCE EXPENDITURE COMPARISON

Description	2008 ACTUAL	2009 AMENDED BUDGET	2009 YEAR END ESTIMATE	2010 BUDGET	% Change 2009 Budget to 2010 Budget
Liability & Other Insurance					
Liability	\$ 614,078	\$ 1,087,000	\$ 1,087,000	\$ 150,000	-86.20%
Light Duty	142,073	220,000	220,000	200,000	-9.09%
Professional Services	107,095	114,000	114,000	97,500	-14.47%
Legal Services	250,829	270,000	270,000	26,000	-90.37%
Other Expenses	164,320	200,650	200,650	210,450	4.88%
Liability & Other Insurance	1,278,396	1,891,650	1,891,650	683,950	-63.84%
Workers' Comp. Insurance	1,846,530	2,600,000	2,600,000	2,000,000	-23.08%
Unemployment Insurance	40,663	252,672	252,672	120,000	-52.51%
<b>TOTAL SELF-INSURANCE</b>	<b>\$ 3,165,589</b>	<b>\$ 4,744,322</b>	<b>\$ 4,744,322</b>	<b>\$ 2,803,950</b>	<b>-40.90%</b>

**Expenditure Summary**





**Pierce Transit System Map**

**Legend:** P Park & Ride T Transit Center -410- Route Number

**Olympia Express Detail Maps**

603A service in Downtown Olympia

603 in Lacey

601/603 service in Downtown Olympia

**Orting Loop**  
5.81 miles

**Key Peninsula**  
581.8002

**See piercetransit.org for routing & schedules or call 253.581.8000**



## **2010 BUDGET ACRONYM LIST**

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

ADA – American Disabilities Act  
APTA – American Public Transportation Association  
CAFR – Comprehensive Annual Financial Report  
CMAQ – Congestion Mitigation & Air Quality Program  
CNG – Compressed Natural Gas  
CTR – Commute Trip Reduction  
DOT – Department of Transportation  
FTA – Federal Transit Administration  
FY – Fiscal Year  
GFOA – Government Finance Officers Association  
ISTEA – Intermodal Surface Transportation Efficiency Act  
JARC – Job Access and Reverse Commute  
ORCA – One Regional Card for All  
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  
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



## 2010 BUDGET GLOSSARY

*Accounting System* – Pierce Transit is a single enterprise that uses the accrual method of accounting. Under this method of accounting, revenues are recorded when earned and expenses are recorded as soon as they result in liabilities for benefits received.

*Accrual Accounting* – A basis of accounting in which revenues and expenses are allocated to the year in which they are incurred, as opposed to when cash is actually received or spent.

*Accrual Basis* – The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.

*ADA Americans With Disabilities Act* – Federal legislation mandating specific requirements for vehicles and facilities to accommodate the disabled.

*Agency* – As a government agency, Pierce Transit is often referred to as “the Agency” in this document and in other Pierce Transit publications.

*Annual Ridership* – The total number of passenger boardings on fixed route, SHUTTLE, or vanpool in a year.

*Annual Service Hours* – The number of hours of service provided during one year.

*Appropriation* – A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

*APTA* – American Public Transit Association. National, nonprofit trade association representing the public transit industry.

*Basis of Accounting* – The term that describes the criteria governing the timing of the recognition of transactions and events.

*Beginning Reserve Balance* – The fund balance as of January 1 that includes designated and undesignated amounts.



## 2010 BUDGET GLOSSARY

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

*Budget* – A financial plan to allocate financial resources to personnel, equipment, and facilities to deliver transit services to the public. It serves four main purposes: a policy statement, an operation guide, a financial plan, and a communication device.

*Budget Amendment* – A budget amendment is a formal action of the Board of Commissioners. An amendment is required in accordance with the Agency budget procedures.

*Budget Revision* – A budget revision is a record of change to the budget. A completed budget revision form is required for a revision.

*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.

*Capital Reserve* – Reserves 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.



## 2010 BUDGET GLOSSARY

*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.

*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.

*Ending Reserve Balance* – The fund balance as of December 31 that includes designated and undesignated amounts.



## 2010 BUDGET GLOSSARY

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

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

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

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

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

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

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

*Full-time Equivalents (FTEs)* – A unit used for measuring personnel according to the percentage of hours worked annually, based on a 40-hour workweek / 52 weeks / 2080 hours.

*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.

*Fund Balance* – Fund balance is the difference between assets and liabilities. The fund balance consists of required reserves set by the Board of Commissioners policy and unreserved amounts.





## 2010 BUDGET GLOSSARY

*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.

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

*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.



## 2010 BUDGET GLOSSARY

*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.

*One Regional Card for All (ORCA)* – The seamless fare system for the region's customers. It enables agencies to offer transit fare options, reduce media confusion, and improve interagency fare revenue reconciliation through an apportionment process regional fares are shared by the participating agencies which include Community Transit, Everett Transit, Kitsap Transit, King County Metro, Pierce Transit, Sound Transit, and Washington State Ferries.

*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 Reserve* – Reserves 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.

*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.



## 2010 BUDGET GLOSSARY

*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 (ORCA / 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.

*Required Reserve* – The amount approved by the Board of Commissioner for the account groups operating, capital, and insurance account groups needed to mitigate current and future risks.

*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.



## 2010 BUDGET GLOSSARY

*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.

*Single-Enterprise Fund* – Pierce Transit is a single-enterprise fund. Within the single fund, there are account groups (operating, capital, and insurance).



## 2010 BUDGET GLOSSARY

*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.

*Unreserved Amount* – The designated or undesignated fund balance resources available for spending.

*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.